

السوق المالية

FINANCIAL TIMES



Velvet goldmines
What will they securitise next?

Richard Lapper, Page 10



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World Business Newspaper <http://www.ft.com> FRIDAY DECEMBER 27 1996

Kremlin moves to raise additional revenue and regulate Russia's illegal vodka distilleries

Yeltsin restores state monopoly of alcohol sector

By John Thornhill in Moscow

The Russian government yesterday eeked hard-drinking citizens by promising to restore a state monopoly of the alcohol market to raise additional tax revenues.

President Boris Yeltsin, conscious that past campaigns to control the flow of alcohol have stirred popular discontent, said the move would enable the government gradually to pay off its Rb18,000bn (\$3bn) debt to millions of Russian pensioners, resolving an "amoral" crisis in public finances.

In a high-profile return to the Kremlin after his successful heart bypass operation, Mr Yeltsin also sacked a senior official responsible for regulating the alcohol industry as part of a promised crack-down on incompetent bureaucrats. He also launched a programme of more aggressive

measures against corporate tax dodgers.

"The state's debt to the people is too high and the living standards are intolerably low," Mr Yeltsin said in a radio address on Wednesday. "It is time to take measures against those who like living luxuriously at the state's expense, or to be more exact at the expense of ordinary people."

Mr Anatoly Chubais, head of the presidential administration, said yesterday that a presidential decree would soon be issued introducing "the toughest possible controls" over the production, distribution, labelling and import of alcohol.

Mr Chubais insisted there was no plan to renationalise Russia's private distilleries and liquor shops, leaving it unclear as to how monopoly control over the sale of alcohol would be enforced. The chaos in Russia's alco-

hol market resulted in the "loss" of Rb2,000bn of tax revenues every month, he said.

Some economists estimate the government receives only 2 per cent of its federal revenues from alcohol duties, compared with more than one-third in Tsarist and Soviet times.

The government has already taken steps to remove tax privileges granted to several charitable organisations which enabled them to import alcohol duty-free but which were also exploited by criminal gangs.

Russia's vodka industry welcomed yesterday's announcement, saying it would help stem the tide of cheap vodka that has swept into Russia from Belarus and Ukraine during the past few years.

The measures are also designed to address public health concerns surrounding the poor-quality "moonshine" vodkas, costing as little as \$1 a



Russian women sell vodka on a Moscow street yesterday to try to earn much needed cash

bottle, on sale around the clock in thousands of street kiosks throughout the country. According to some estimates, 40 per cent of the vodka sold in Russia is produced illegally.

Control of the vodka market has proved an explosive issue throughout Russian history. Mr Mikhail Gorbachev, the last president of the Soviet Union, earned lasting hostility among ordinary Russians by

launching a fierce anti-alcohol campaign in the 1980s. The latest moves to tighten the alcohol market could also cause tensions with neighbouring Belarus with which Russia has a free trade agreement.



Palestinians and Israelis hopeful on Hebron deal

Israelis and Palestinians were optimistic about reaching agreement next week on handing over to the Palestinians control of most of the Israeli-occupied West Bank town of Hebron. Their optimism was shared by US Middle East peace envoy Dennis Ross, who returned to Washington to brief US president Bill Clinton. Israel has delayed the transfer of Hebron, citing fears for the security of the Jewish minority, which yesterday started protests against a pull-out. Page 12; Editorial Comment, Page 11.

Peru terrorists free ambassador
Leftwing terrorists in Lima released Guatemala's ambassador to Peru from the Japanese ambassador's residence, where they still hold 103 hostages. Uruguay in dock, Page 4

Minority investors may reject bid:
Leading minority shareholders in Northern Electric may not accept the \$782m (\$1.3bn) takeover bid for the north-east of England electricity company from CalEnergy of the US, and may remain as minority shareholders. Page 13; Lex, Page 12; Cock-up theory, Page 14

German suicide bomber not a terrorist:
A 49-year-old Frankfurt woman who killed herself and two elderly women in a Christmas Eve church bomb attack had been undergoing psychiatric treatment. Police said they had ruled out terrorism.

China is big source of capital:
China is the world's eighth largest provider of capital, committing some \$18bn in officially approved direct and portfolio investment abroad between 1989-1995, a study shows. Page 12

Police force end to Belgrade protests:
Riot police forced opposition demonstrators to abandon protests against Serbian president Slobodan Milosevic which have disrupted Belgrade for more than five weeks. Page 13

Laporte sells adhesives arm for £100m:
UK specialty chemicals company Laporte sold its European adhesives business to Elf Atochem, subsidiary of the French oil producer Elf Aquitaine, for about £100m (\$167m). Page 13

Rank buys Canadian Hard Rock cafes:
Rank Organisation, which in June paid \$270m (\$451m) in cash for most of the Hard Rock cafes outside the UK that it did not control, has bought the Canadian outlets for \$61m. Page 14

Portugal plans to rescue railways:
Portuguese rail workers called off a strike over the Christmas holiday after the government promised improvements for the country's falling system. Page 2

Cocaine seized at Heathrow:
Customs officers at Heathrow airport, London, seized 26 kilos of cocaine, valued at £1.8m (\$3m), in an unclaimed bag from a flight from Venezuela.

Yamaichi to bail out affiliates:
Yamaichi Securities, weakest of Japan's big four stockbrokers, is to inject ¥100bn (\$1.5bn) into its struggling non-bank affiliates, Yamaichi Finance, to write off bad property-related loans. Page 13

England's batting falter:
England were 137 for nine when bad light ended play early on the first day in the second cricket test against Zimbabwe in Harare. The first test was drawn.

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STOCK MARKET INDICES		GOLD	
New York S&P 500	4,556.82 (+32.67)	New York Comex	377.1 (376.5)
Dow Jones Ind. Av.	3,556.82 (+4.25)	London	326.0 (326.2)
NASDAQ Composite	1,281.08 (+14.20)		
Europe and Far East		DOLLAR	
CAC 40	2,303.76 (+14.20)	New York S&P 500	4,556.82 (+32.67)
DAX	1,281.08 (+14.20)	Dow Jones Ind. Av.	3,556.82 (+4.25)
FTSE 100	4,022.5 (+5.3)	NASDAQ Composite	1,281.08 (+14.20)
Nikkei	19,291.28 (+257.83)		
US LONG-TERM RATES		STERLING	
10-year Treasury	5.5%	London	2.857 (2.824)
5-year Treasury	5.072%		
Long Bond	5.0%		
T-bill	5.574%		
OTHER RATES			
US 3-month Treasury	5.5%		
US 10-year Treasury	5.5%		
France 10-year Treasury	5.5%		
Germany 10-year Treasury	5.5%		
Japan 10-year Treasury	5.5%		
NORTH SEA OIL (Argus)			
Brent Blend	\$22.84 (23.50)		
WTI	\$22.84 (23.50)		

Tokyo markets slide on tough budget fears

By William Dawkins in Tokyo and Richard Waters in New York

Japanese officials voiced alarm yesterday after Tokyo's financial markets fell sharply in response to fears that an austere 1997 budget could halt the economy's fragile recovery. Mr Seiichi Kajiyama, chief government spokesman, attributed the declines to "the mental depression of investors". Mr Tadamasa Makino, senior official at the Ministry of International Trade and Industry, said he would monitor the markets "with grave concern".

The Nikkei 225 average fell by just over 700 points yesterday afternoon to its lowest level in a year before regaining some ground to close at 19,291.28, down 1.3 per cent on the day and 2 per cent since the start of the week.

The absence of foreign investors in the Christmas holidays has contributed to this week's share-price weakness. But even so, Japanese shares have fallen 6.4 per cent this year. Concern by foreign exchange



dealers about the outlook for the domestic economy sent the yen to a 45-month low of ¥115 to the dollar at one point in Tokyo before it recovered slightly to ¥114.6.

The US stock market shrugged off the turmoil in Japan and continued its recent strong performance, helped by the dollar's rise against the yen. Traders speculated that the flow of Japanese capital, which has contributed to the

strength of the US financial markets in the second half of this year, would continue.

By lunchtime in New York, the Dow Jones Industrial Average climbed back above its previous record close of a month ago to reach 6,556.81, a gain of 33.06. At this level the Dow has risen 4.6 per cent since the beginning of last week, erasing the losses which followed hints in early December by Mr Alan Greenspan, chairman of the Federal Reserve, that US shares were overvalued.

In Tokyo, equity analysts were concerned that the government's annual budget, approved by the cabinet on Wednesday, would tighten fiscal policy too much and deal a setback to recovery.

According to finance ministry figures the budget confirms an increase in sales tax next year from 3 per cent to 5 per cent, the end of a temporary

Spain disrupts Telefonica plan to control subsidiary

By David White in Madrid

Plans by Telefonica, the Spanish telecommunications group, to take full control of its Latin American subsidiary have been disrupted by the Spanish government's decision to seek the maximum price for its stake.

The final stage of Telefonica's own privatisation is unlikely to be delayed. The government is due to sell its remaining 21 per cent stake in the parent group in February.

Mr Rodrigo Rato, the finance minister, threatened this week to hold a tender for the state's 23.8 per cent holding in Telefonica Internacional (Tisa), instead of selling

it directly to Telefonica.

Answering a parliamentary question, he said there would be "a competition" and the government would consider the best offer.

The industry said yesterday that no firm decision had been taken, although the government would seek to obtain as much revenue as possible and would see to it that the process was transparent.

Telefonica had been poised to complete the purchase of the stake, which would give it 100 per cent ownership of Tisa, for about Pta106bn (\$812m). Although it would doubtless enter a tender, if held, the deal would risk being delayed until after the

government sold its remaining Telefonica shares.

The final stage of the privatisation is expected to bring in about Pta600bn in the biggest ever single offering of shares in a Spanish company. The operation, in which Morgan Stanley is acting as global co-ordinator, received the go-ahead from the government last Friday.

The company would not comment on Mr Rato's threat. However, the company is understood to recognise the need for reviewing the price of the Tisa stake in the light of its latest expansion move in Brazil.

Continued on Page 12

Carmakers hit by strikes over S Korea labour laws

By Catherine Lee and agencies in Seoul

Striking workers closed South Korea's leading carmakers and several huge shipyards after the ruling party forced controversial laws on labour and the secret police through parliament yesterday.

President Kim Young Sam's ruling New Korea party, which has an absolute majority, went into the parliament building at 8am and passed 11 laws in just six minutes with no opposition disputes present.

The bills included measures that would allow companies to impose job cuts, so ending South Korea's life-long employment system. The leaders of the country's two labour organisations declared passage of the labour law "null and void" and urged their members to walk out.

Up to 150,000 workers at 100 companies responded immediately, halting production lines at Hyundai, Kia and Ssangyong group car plants and shutting two Hyundai shipyards and two others, according to the outlawed Korea Confederation of Trade Unions, which claims 500,000 members.

Economists warned of short-term damage to the economy, already shaky because of an export slowdown. But analysts said the labour law would benefit the economy by allowing employers to cut costs and increase competitiveness.

Yesterday's bills were also aimed at honouring South Korea's commitment to the Organisation for Economic Co-operation and Development, the club of industrialised nations, to introduce a more flexible labour market. Another bill gives greater pow-

ers to the one-notorious Agency for National Security Planning, the country's version of the CIA.

Although the police say they will crack down on illegal strikes and arrest labour organisers, protests are likely to continue. The strike at Hyundai Motor alone is estimated to be costing the company some Wm45bn (\$55m), or 5,500 cars, in lost production daily.

Later yesterday the government apologised to the public for pushing through the bill. "I feel truly sorry for failing to settle the issues through dialogue and compromise with the opposition," New Korea party chairman Mr Lee Hong-koo said.

However, the prime minister's office has warned of unspecified "stern countermeasures" against illegal strikes.

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NEWS: EUROPE

Dublin proves a sure hand on helm

Ireland has won plaudits for the deft course it has charted for the EU during its presidency

By Lionel Barber in Brussels

After six months in charge of the rotating presidency of the European Union, the Irish are lapping up all-round praise.

This month's Dublin summit was the crowning success, highlighted by the deal on the budgetary stability pact for countries in the future single currency - or euro - zone.

The Irish completed a draft revision of the Maastricht treaty, secured EU funding for the multinational Keido project to wean the North Koreans off nuclear energy, forged a closer policy toward Canada, and just about contained disputes with the US over the Middle East and Cuba.

Ireland's success was built on a handful of talented people and sober diplomacy, particularly regarding the EU's inter-governmental conference (IGC). The Irish also spoke in language ordinary citizens can understand.

The task of preparing the Maastricht 2 draft was once described as "mission impossible". That was an exaggeration, but one that pinpointed the difficulty in advancing the IGC negotiations without alienating member states - divided between the do-nothing-to-nothing British and Danes, and the more ambitious Benelux, French and Germans.

Using the technique of "successive approximation", Mr Noel Doris, a softly spoken former senior diplomat, narrowed down the priorities of the IGC and produced a final 140-page draft which was readable, illuminating, and, in his words, "at the upper end of realism".

The Irish avoided pushing too hard on the integrationist agenda, but still produced eye-catching proposals for an "area of freedom, security and justice" covering the free movement of people, asylum, and immigration and stronger co-operation between governments and police to tackle organised crime, terrorism, and drug traffickers.

These ideas seem certain to survive the next round of IGC negotiations, though some suspect that dismantling internal borders and harmonising penal codes may



Foreign minister Dick Spring: criss-crossed the globe but still found time for a song

not be quite the vote winner the Germans and Irish believe.

The Irish were less ambitious on sensitive issues that affected their own interests, such as the balance of power between small and large countries, including the size of the European Commission and the possible extension of qualified majority voting.

They also played down the common defence policy in recognition of their neutral status, while leaving to the Dutch presidency the issue of "flexibility", which would allow some countries to co-operate more closely with others without being held back by them.

On external affairs, Mr Dick Spring, the laconic for-

eign minister, found time - despite his duties in the Northern Ireland peace talks - to visit Cairo, Damascus, Jerusalem, Latin America, South Africa, Russia, the Asian summit in Jakarta (where he led the summit party in a rendition of "Danny Boy"), and Washington.

He largely avoided the pitfalls of the Middle East, where the French pushed hard for a higher European profile as a counterweight to the Americans. But the Israelis sensed a pro-Palestinian tilt in European policy, much to the delight of Mr Yasser Arafat, the Palestinian leader.

Mr Spring also had to deal with the US anti-Cuba laws which targeted European companies. Spurred by Sir Leon Brittan, chief EU trade negotiator, he forged a common response to the Helms-Burton legislation which caught the US off-guard.

Undoubtedly, the feeling that the US was ignoring European interests in the Middle East helped to spur the decision to appeal to the World Trade Organisation. The Helms-Burton stand-off still needs to be settled with the new US administration and Republican Congress. Another sore spot is the

relationship between the EU and Turkey, which has deteriorated sharply in the past six months. Ireland's success in brokering a deal on the funding of the long-delayed Media aid programme to the southern Mediterranean has not proved an antidote, largely because of Greek intransigence and the Ankara government's habit of shooting itself in the foot over human rights.

The secret to the success of the Irish presidency was that they knew how to use the civil service assets at their disposal. Hence, Sir Nigel Wicks, chairman of the EU's secretive monetary committee, played a key role in laying the technical groundwork for the Franco-German compromise on the stability pact. Mr Jean-Claude Piris and his legal staff in Brussels largely wrote the Irish draft treaty text, ably supported by Mr Bobby McDonagh of the Irish foreign service.

After the Irish presidency, the Dutch will take over the six-month slot, followed by the Luxembourgians. Like the Irish, they hope to demonstrate beyond doubt in the IGC negotiations that small countries are, in fact, up to the big job.

Lisbon sets out rail rescue plan

By Peter Wise in Lisbon

Portuguese rail workers called off a strike over the Christmas holiday after the government promised to breathe new life into the country's ailing rail system.

The stoppage - almost an annual tradition in recent years - was cancelled after the government appointed a new executive board to manage a sweeping restructuring of Caminhos de Ferro Portugueses (CP), the heavily indebted and loss-making state railway company.

Unions hope the new board will ease their fears over job losses, but the plan unveiled this week by Mr Joao Cravinho, the planning minister, threatens further redundancies in a company whose workforce has already been reduced from 21,000 to about 14,000 over the past four years.

The Socialist government, which said it would rescue the railways from decades of neglect when it took office a year ago, promises more efficient services for passengers and a lighter burden for taxpayers. CP is losing Esibn (\$6.4m) a week and carrying an accumulated debt of about Es450bn.

Under the plan, CP is to be replaced in February by two companies, one to operate infrastructure, the other to run trains. Operating concessions will be granted to private sector groups for some suburban and regional lines and an independent watchdog will oversee competition, prices and investment costs.

"The government is taking the fundamental step of separating technical and commercial operations and making them independent of political policies for subsidis-

ing rail fares," says Mr Antonio Mexia, a director of the Banco Esal, a Portuguese investment bank.

"Until now, governments have seen CP, with its heavy losses and huge debt, as a 'black hole' into which any money spent on the railways was likely to disappear," said another Lisbon transport sector analyst. "The Socialists are the first to have shown the courage to confront the problem."

The government, reversing its predecessor's preference for road building over railway development, is to invest Es800m in modernising the railways over the next three years. Advanced "tilting train" technology is to be introduced on the main Lisbon-Operto line, and the journey time from Lisbon to the Algarve coast is to be halved.

Analysis says the railways have steadily lost market share to road transport because of failure to modernise. Unions have used their power to win substantial wage increases but productivity is low.

CP has to charge artificially low fares on suburban lines but has not been adequately compensated by the state. Commuters on the Lisbon-Sintra rail line, which has the heaviest density of passengers in Europe, pay less than half the bus fare for the same route, for example.

Private companies running such lines would have to be compensated for maintaining fares at politically acceptable levels. But the government would be able to control costs more rigorously and draw up contracts establishing gradually diminishing levels of compensation.

Thessaloniki's metro project hits red light

By Kerin Hope in Athens

Six years after it was approved, the Dr160bn (\$650m) underground railway for Thessaloniki in northern Greece appears to be back at the planning stage.

Further delays are inevitable because of legal action by Mechaniki, the Greek construction company which this month lost the contract after two years of negotiation with the government.

Mechaniki is contesting the government's decision to open discussions with an international consortium led by the French engineering group Bouygues, Bombardier of Canada and two Greek contractors, Alie and Avax, who were the losing bidders in an international tender for the metro project in 1992.

Greece's council of state will next month hear the first of two appeals by Mechaniki, which led a consortium that included ADTranz of Germany, part of the ABB engineering group, and Italy's Fidei. Mechaniki claims the public works ministry acted illegally in refusing to sign the contract; the ministry says the consortium's financial offer failed to comply

with the terms of the tender. Because the government cannot start negotiations with Bouygues until the council has issued its decision, the project will be stalled for another six months.

Residents of Thessaloniki once hoped their metro would be operating on January 1 next year, the day the city becomes Europe's cultural capital. The latest delay is expected to revive pressure by Thessaloniki's environmental lobby for an alternative solution to the city's traffic problems. A plan for a light railway running above ground through the city cen-

tre has already been proposed by Germany's Siemens group and Matra of France.

Mechaniki, based in Thessaloniki, was the first Greek company to win an international tender for a major project. Recent Greek infrastructure projects have been parcelled out between French and German groups, with local companies taking only small stakes.

However, Mechaniki's small capital base of Dr12bn and weakening financial performance in the past two years had raised concern about its capacity to take on such a big project. It was to contribute

80 per cent of about Dr25bn in equity financing committed to the project. Government funding and EU grants would cover another Dr90bn, with the remainder being provided by loans from the European Investment Bank and German export credit agencies.

The Thessaloniki metro is the only one of four large EU-backed infrastructure projects in Greece that has still to be launched. Parliament has ratified contracts for a new airport for Athens, a toll highway linking the airport with the city, and a toll bridge across the Corinth Gulf.

Italy's electricity sell-off generates more heat

Moves to privatise Italy's state electricity corporation, Enel, have failed to meet several deadlines over the past two years, but the issue is rising in the list of priorities for Mr Romano Prodi's centre-left government.

A parliamentary commission headed by Mr Umberto Carpi, a junior industry minister, is expected to report in January on how Enel should be structured for sale. The choice is between a French-style centrally planned monopoly and a liberalised electricity industry along British lines.

The European Union decided in June that two forms of electricity market

David Lane assesses the chances of Enel coming to market

could co-exist. In one, negotiated third-party access opens the market to all operators, allowing them to plan their investment, giving access to transmission and distribution networks, and liberalising sales to users.

In the other - the "single buyer" system - exclusive sales rights are maintained, there is only partial liberalisation of supply, and tariffs are unified, while long-term planning is centralised.

Italian governments have adopted and then abandoned plans for electricity twice in the past two years. In

November 1994, under pressure from its secessionist Northern League coalition partners, the rightwing government headed by Mr Silvio Berlusconi, the media mogul, presented a liberalising scheme.

With the collapse of Mr Berlusconi's government soon after the plan was announced, there was a U-turn. During the administration headed by Mr Lamberto Dini between January 1995 and April this year, the industry minister, Mr Alberto Clò, sought the continuation of Enel's dominant

role when he signed a new operating licence for the state corporation at the end of last year.

In addition to leaving Enel's production, grid and local distribution operations unchanged, the licence allows the corporation to continue co-ordinating the activities of other electricity operators. Both Unapace, the association of independent industrial producers, and Federelctrica, the municipal utilities' association, objected.

There is speculation that Mr Carpi's commission will

recommend changes to Enel before privatisation. In 1995 the corporation's net output was 175 terawatt (million million watt) hours, giving it 78 per cent of total Italian production. Its share of distribution was 88 per cent.

Last month, Mr Giuseppe Gatti, who was director general for energy at the time of the Berlusconi plan and is now Unapace's chairman, suggested Enel's production capacity be spun off into several companies which would be privatised. Enel should also be required to sell part

of its 55,000MW generating capacity.

Federelctrica also wants maximum liberalisation of production. Like Unapace, the association seeks the abolition of Enel's monopoly on cross-border trading and the institution of an independent company for dispatching and transmission, "mainly in public control but in which all Italian electricity operators are represented".

In their calls for electricity liberalisation, Unapace and Federelctrica are supported by the Autorita Garante, Italy's competition watchdog. In June 1994, the chairman, Mr Francesco Saja, recommended that Enel be broken up before privatisation.

His successor, the former president Mr Giuliano Amato, has continued the battle, arguing that privatisation offers an unrepeatable opportunity to introduce competition into sectors where competitive market forces have been absent. Mr Amato favours the British model, with independent production, distribution and grid companies.

There has been fierce political opposition, mainly from the extreme right and left, to competition in electricity and the elimination of Enel's monopoly. The hard-left Communist Refoundation, on whose support Mr Prodi's government depends, and the rightwing National Alliance both want Enel kept under state control.

EUROPEAN NEWS DIGEST

Poles in more buoyant mood

The public mood in Poland this year, the fourth consecutive year of economic growth, is the most optimistic since market reforms began seven years ago, according to a survey by the publicly funded CBOS polling unit. Forty-two per cent said 1996 had been good for them, double the 1992 figure; only 18 per cent had had a bad year.

Growth is expected to nudge 6 per cent for the year and real wages have risen 4.2 per cent. The central bank is concerned about the inflationary effects of a mini-boom in consumer spending fuelled by bank credit.

The poll, however, provides a boost for the former communist Left Democratic Alliance, senior partner in the government coalition, which faces parliamentary elections next autumn. Christopher Bobinski, Warsaw

Fairbank case auditor quits

The Stockholm office of accountants Deloitte & Touche has resigned as auditor of the local arm of Fairbank, a currency trading group under investigation in Sweden.

A prosecutor attached to the serious economics fraud squad launched an official probe into the company, Currency Exchange Stockholm, after ethnic Chinese customers complained of suffering losses. The Swedish company is owned by Mr Dennis Cheng, a UK citizen, who ran Pagoda, a similar operation, in Britain. Clay Harris, London

New Year cheer for Turkey

Turkey's Islamic prime minister, Mr Necmettin Erbakan, yesterday ignored his party's opposition to following the Christian calendar and authorised a five-day public holiday for New Year. His office said the December 29-January 2 holiday had been granted to "satisfy the wishes of a great majority of the public and to allow public servants, workers and 16m students who have been working continuously for the past three months to be together with their families".

Mr Erbakan's Welfare party maintains that the New Year is a Christian tradition. But in recent years it has been celebrated similarly to the Christian Christmas, with pine trees, turkey dinners and gifts. Turks adopted the Christian calendar in 1925 after the Ottoman empire collapsed and Turkey became a secular republic. January 1 is observed as a public holiday. Tenders for the privatisation of Tupras, Turkey's state oil refining company, and the petroleum products distributor Petrol Ofisi will be opened in the first quarter of next year, the government said yesterday. AP, Ankara

Bomb in German church

A 49-year-old woman who killed herself and two other people in a Christmas Eve church bomb attack in Frankfurt had been undergoing psychiatric treatment and was most probably driven by "personal motives", German police said yesterday. Reuter, Frankfurt

Ukraine protests at expulsion

Ukraine accused Canada yesterday of illegally arresting a Ukrainian diplomat, who was expelled this week after being charged with drunken driving, bringing a police officer and possession of stolen property.

Ukrainian authorities admitted Mr Olexander Yushko, a vice-consul, had had a blood alcohol level three times the legal driving limit when arrested at the end of October, but that police had misinterpreted his attempts to pay a fine on the spot. They also said a police search of Mr Yushko's car, which yielded a pair of stolen licence plates, was illegal under the Vienna convention, which grants foreign service personnel diplomatic immunity. They said the diplomat's driver had found the plates and meant to return them the day after the arrest. Meant, Kiev

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US poll comment prompts Singapore fury

By James Kynge in Singapore

Mr Goh Chok Tong, Singapore's prime minister, said he was "furious" and "flabbergasted" yesterday with US criticism of his election campaign tactics and told Washington to stay out of the city-state's politics.

Mr Goh, who is campaigning for elections on January 2, was referring to a US State Department official's reported comments on a statement he made that Singaporean constituencies that elected

opposition candidates would be left out of housing redevelopment schemes. The US official was reported as saying that voters "everywhere should be able to vote without fear of repercussions from the government".

"I was astounded yesterday when I heard of this report," said Mr Goh. "I can tell you I was furious, I was flabbergasted, floored."

He added Singapore would make an official statement to the US in due course. Calling the remarks of the State Department official

"totally absurd", Mr Goh said that while Singapore could take criticism of its internal system from unofficial quarters, the US government should not interfere.

"When the government gets into the act, or the State Department through a spokesman, when we have an election on... I think that's beyond the pale," he said. "We are a little country, and if little countries get pushed around because we don't have people with a stout heart, I think we are done for."

Singapore's ruling People's Action Party (PAP) is already assured of an election victory because opposition candidates are contesting only 36 seats in the 83-member parliament. This fact, however, has done nothing to damp the intensity of Mr Goh's campaign.

The PAP has offered voters a comprehensive programme of community development but it has repeatedly made it clear that such benefits are to be awarded selectively. Mr Goh warned recently

that housing estates which chose opposition politicians would not qualify for housing redevelopment schemes and ran the risk of turning into slums.

Other senior Singaporean officials joined in denouncing the US, some in stronger terms than Mr Goh. Mr George Yeo, the information minister, said: "I am quite surprised that the Americans should raise an issue about how we run democratic politics in Singapore when their pork-barrel politics is something of a long tradition."

OECD urges Japan to hold down rates

By Emiko Terazono

Japan should maintain its current low-interest rate policy to ensure continued economic recovery, the Organisation for Economic Co-operation and Development said yesterday.

The annual survey of the OECD, think-tank for the world's industrialised nations, also raised concerns over the bad loans held by the country's financial institutions and Japan's fiscal condition, which is believed to be among the worst of the Group of Seven industrialised countries.

The Paris-based organisation said the record low official discount rate - the rate at which the Bank of Japan lends to private banks - since September last year, had helped economic expansion. The country's banks had also improved their profitability and rebuilt their capital base, hit by a wave of bad loans.

But in spite of improved profit margins, the large amount of non-performing loans held by banks and other financial institutions including the *jusen* - the now defunct housing loan companies - posed a threat to the overall economy, it said.

The report also urged Japan to raise the country's consumption tax in order to reduce its budget deficit. Japan's expansionary fiscal stance has contributed to pushing the combined deficit of central and local governments to around 7.4 per cent of gross domestic product, said the OECD.

The report called for further deregulation of Japan's industries, eliminating remaining barriers to its markets and cutting regulations in non-manufacturing sectors.

William Dawkins adds from Tokyo: Outstanding bad debts at Japan's banks fell by 16 per cent to ¥29,228bn (\$268bn) in the six months to September, the finance ministry announced yesterday. Nearly all the decline was because of write-offs of *jusen* loans, as part of an accord with the government to which a politically unpopular state subsidy is to contribute to the liquidation of the *jusen*.

"This represents very little real improvement," said Mr Paul Heaton, financial analyst at Deutsche Morgan Grenfell in Tokyo. "Apart from the *jusen*, there is no decrease in exposure to bankrupt companies and past due loans."

He pointed out that a decline in banks' operating margins suggested they would have even less spare cash to fund loan write-offs in the next year.

According to finance ministry data, loans to bankrupt companies rose by ¥111bn over the period and loans on which interest payments were overdue rose by ¥191bn.

INTERNATIONAL NEWS DIGEST

Jakarta cools economic spurt

Indonesia's economy has cooled off substantially, mostly as a result of a slowdown in the growth of non-oil imports, after showing signs of overheating earlier this year, according to official figures released yesterday.

Economists cited the central bank's high interest rates, curbs in lending growth and increases in bank reserve requirements as factors that helped to slow domestic demand and in turn to curb import growth.

With domestic demand easing, Mr Tunku Ariwibowo, trade and industry minister, predicted that the Indonesian economy would grow between 7.6 per cent and 8.0 per cent in 1997 compared with an expected 7.6 per cent to 7.9 per cent this year, while inflation would remain below 7 per cent. Last year, the economy grew at 8.07 per cent and inflation stood at 8.64 per cent.

The minister said the trade surplus widened 70 per cent to \$4.8bn in the first nine months of the year compared with the same period in 1996, helped by a wider oil and gas sector surplus and a slowdown in import growth. He did not give figures for total nine-month imports but economists said they grew 11 per cent, compared with 27 per cent in the same period last year.

Meanwhile, the \$1.5bn deficit registered in trade other than in oil and gas in the first nine months of the year narrowed by 52 per cent compared with the same period last year.

Manuela Saragosa, Jakarta

Rioters set ablaze at least three Christian churches, several other buildings and cars yesterday in the predominantly Moslem West Java town of Tasik Malaya.

Michael Bruno, Israeli banker



Mr Michael Bruno, former governor of Israel's central bank and until recently the World Bank's chief economist and vice president (pictured left), died on Wednesday night of an illness at the age of 64. Mr Bruno played a key role in formulating a plan to stabilise the Israeli economy, which was hard hit by hyperinflation in the mid-1980s. Before joining the World Bank in 1993 he served as Bank of Israel governor from 1986 to 1991. Mr Bruno held visiting professorial positions at numerous universities during his career, including Harvard and the London School of Economics. The Hebrew University of Jerusalem, his academic home since 1963, said in a statement: "Professor Bruno combined profound economic research with the ability to implement theory into practice in the formulation of economic policy."

Mr Bruno was born in Hamburg, Germany, in 1932 and came to Palestine in 1933. He is survived by his wife, two sons and a daughter.

Avi Machlis, Jerusalem

Strikes start over budget cuts

The Histadrut, Israel's trade union federation, yesterday staged a strike of airport, seaport and telecommunication workers to protest against the government's planned budget cuts.

The strike disrupted the flow of international air traffic and shut down services of Bezeq, the state-owned telecommunications company. The Histadrut said it planned to stage more strikes in the coming days in different sectors. It said the government's plan to trim Shk2bn (\$1.5bn) off 1997 budgetary expenditure and to increase state income by Shk2bn would hurt salaried workers and the poor. The labour federation also said it was protesting against the privatisation programme which Mr Benjamin Netanyahu, the Israeli prime minister, has promised to reveal.

Earlier this year, the Histadrut staged two brief strikes to show its objection to Mr Netanyahu's economic policies.

Avi Machlis, Jerusalem

India aims for 7% growth rate

India's Planning Commission said yesterday it was targeting an accelerated 7 per cent annual economic growth rate for the country's ninth five-year plan beginning on April 1 1997.

Mr Madhu Dandavate, commission deputy chairman, told reporters the growth rate - which was targeted at 5.9 per cent in the eighth plan (1992-1997) - would be stepped up by stimulating the savings rate and the efficient use of funds invested in the economy. "We have not exaggerated the growth rate at all," he said.

Mr Dandavate said the draft approach paper for the ninth plan had been unanimously endorsed and accepted by the cabinet of Mr H.D. Deve Gowda, the prime minister, earlier this week.

He said the National Development Council, which includes chief ministers of all the states, would meet on January 16 to endorse the document.

Reuters, New Delhi

Leghari seeks to stabilise Pakistan finances

By Farhan Bokhari in Lahore and agencies

Mr Farooq Leghari, Pakistan's president, has announced economic reforms to be undertaken by the interim government in an attempt to stabilise the country's finances.

In a televised speech on Wednesday in English and Urdu, Mr Leghari promised to clean up the tax collection system, cut government expenditure and privatise loss-making public sector companies.

Western diplomats and leading businessmen in their first reactions said the speech failed to clear the confusion that has persisted both before and since Ms Benazir Bhutto was fired as prime minister by Mr Leghari on November 5.

Mr Leghari said the money from the new privatisations would be used to pay off public debt of \$50bn. In the first three months alone, he predicted, such sales could bring Pakistan about \$600m. He said Pakistan would sell off its utilities and railways, among others.

He also promised to make more people pay taxes, a difficult job in a country of 140m people where only 1.1m, or one in every 130, are taxpayers. The wealthiest in Pakistan often use their agricultural holdings to hide industrial revenues. But Mr Leghari, a big landowner himself, said that would soon end.

The interim governments in the four provinces are introducing an agricultural tax, which international lending institutions such as the International Monetary Fund have demanded for several years.

Mr Leghari said a big problem in Pakistan has been the unreliability of its figures. For example, Ms Bhutto said the deficit at the end of the last fiscal year was down to 5 per cent of gross domestic product, when in fact it was 6.3 per cent, he said.

"We have a system whose integrity is challenged every other day," he said.

While promising to try to introduce a whole new system where corruption would be curbed and everyone paid a fair share, Mr Leghari warned against excessive optimism. The problems, he said, "are deep rooted and cannot be addressed in the short time available to the caretaker government."

Mr Leghari's speech did little to dispel the uncertainty before national elections set for February 3. He promised to use his influence to see the next government followed through on his reforms. But Ms Bhutto said she would set her own economic course if elected.

The English version of Mr Leghari's speech was aimed at convincing the IMF and the World Bank that Pakistan remained committed to reforms, senior government officials said.



Tsutomu Hata announces his new party yesterday

Hata sets up new party

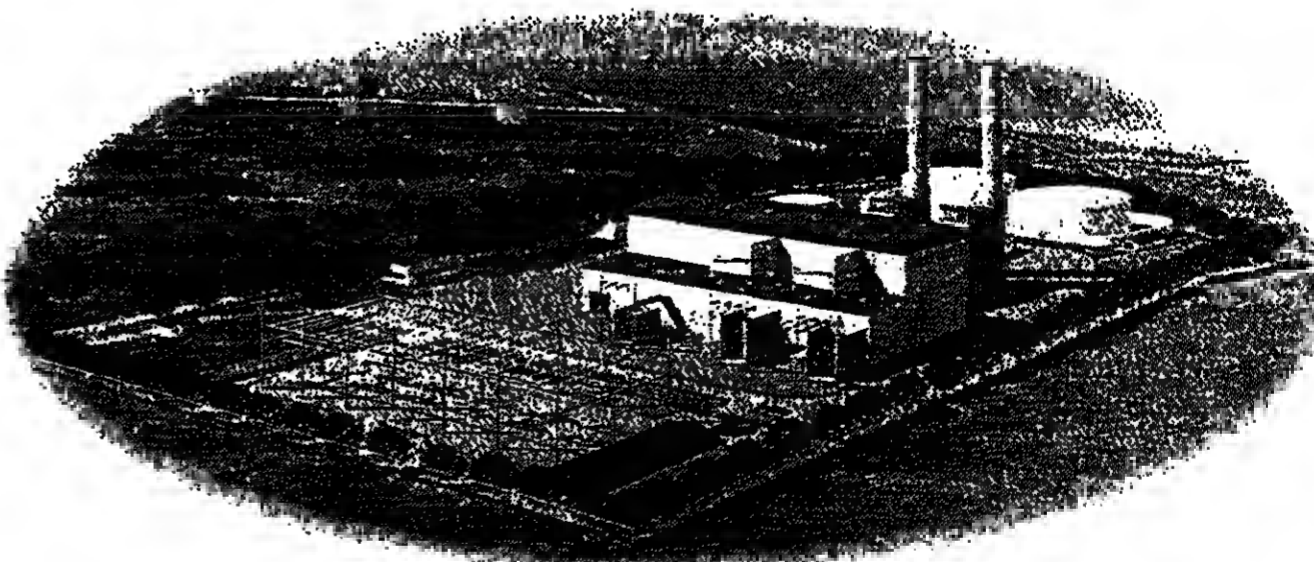
Mr Tsutomu Hata, a former prime minister, and 12 followers quit Japan's largest opposition party Shinshinto (New Frontier party) yesterday and set up a new political group, Reuter reports from Tokyo.

"To carry on the same dead-end course will put Japan on the road to ruin," Mr Hata told a news conference after founding the new party, called Taiyoto (Sun party).

The long-expected defection follows squabbling between Mr Hata and Mr Ichiro Ozawa, the Shinshinto leader, since the party made a poor showing in general elections in October. The two legislators, who spent decades in the ruling Liberal Democratic party before founding Shinshinto in 1994, disagreed over how to oppose their former party.

"This is a better step than continuously bickering within the party," Mr Hata said after the resignations.

Yet another power project is on our drawing board. Or should we say, "drawing boards."



This 478 megawatt gas-fired power plant in Marmara, Turkey, is just one of several new projects currently under construction by Enron Engineering & Construction Company (EE&CC). Enron is a 50 percent owner of the plant. EE&CC will also serve as operator and contractor with construction to begin in 1995 and operation slated for year-end 1997.

Next on EE&CC's agenda is a 500 megawatt, combined-cycle power plant on the Island of Sardinia in Italy where we will start as owner's engineer. Enron will operate this facility as well, which should begin commercial operation in 1998,

selling the electricity generated to a government utility under a 20-year power purchase agreement.

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NEWS: THE AMERICAS

Trade and sanctions still hamper growth
Recovery in Cuba outstrips forecasts

By Pascal Fletcher in Havana

The pace of Cuba's economic recovery quickened in 1996, exceeding official expectations, but prospects for continued growth are still constrained by unfavourable trade and financing conditions and tightened US economic sanctions.

of trade, damage caused by Hurricane Lili in October and the US Helms-Burton law, which seeks to curb foreign investment on the island. There had been modest improvements in income and living standards.

The minister spelled out the tough challenges facing the economy. Although exports grew 33 per cent this year, imports increased by a similar amount, more than double the forecast and further widening a trade deficit that had already reached an estimated \$1.2bn for 1995.

Political defections cause stir in Mexico

By Leslie Crawford in Mexico City

A spate of defections from Mexico's ruling party, and opposition manoeuvres to form a united front for next year's mid-term elections, have given Mexicans a foretaste of the political turmoil awaiting them in 1997.

The plunging popularity of the Institutional Revolutionary Party (PRI) has led many pro-government politicians to switch allegiances before congressional and gubernatorial contests in six key states, and the first election for a governor for Mexico City next July.

Ms Layda Sansores, PRI senator for Campeche, triggered the wave of defections by announcing she would stand for governor in her oil-rich state for the left-wing Revolutionary Democratic party. She was followed by two PRI congressmen who now call themselves "independents".

Economists counter-attack in row over US inflation

It seemed a good idea at the time. When a panel of eminent economists reported earlier this month that the main official measure of US inflation overstated the true figure, the conclusion, as unstartingly technical as it sounded, had far-reaching implications.



Boskin: facing massed ranks of economists

It suggested the underlying performance of the US economy over the last 20 years had been better than estimated. If the price element of the overall increase in national income, wages and other components had been lower than thought, the real element (in purchasing power terms) must have been higher.

But, more importantly, it also promised an invitingly painless way to cut the government's chronic budget deficit. Public pensions and tax thresholds rise each year in line with the consumer price index (CPI). If the rate of increase were lower than currently planned, then tax revenues would be higher and spending lower.

Mr Michael Boskin, a former chairman of the Council of Economic Advisers and head of the special commission investigating the reliability of US economic statistics, estimated the reduction in the deficit could amount to as much as \$1,000bn over 10 years.

Since the report was published, however, a steady stream of objections has chipped away at its credibility. Pensioners' groups said that, if acted on, it ran the risk of increasing poverty among the elderly. Politicians trod gingerly around its recommendations for fear of inviting popular retribution for what could be seen as a backdoor way of raising taxes and cutting benefits.

Political opposition was not surprising given the implications of the report for the federal budget. But a more powerful rebuttal is now emerging from the ranks of economists, challenging the methodology of the report itself.

The most outspoken technical criticism so far has come from Ms Katherine

Abraham, head of the Bureau of Labour Statistics (BLS), the government agency that compiles the CPI, who said the Boskin conclusions were deeply flawed. Other economists have come to her support.

Mr Gary Burtless, an economist at the Brookings Institution in Washington, says: "There is indeed an overstatement in the CPI but it's only about half what Boskin argued." This reflects an increasingly held view that the report was over-zealous.

The commission estimated that the total overstatement of the CPI inflation was 1.1 percentage points. Instead of an annual rate of price increases of about 3 per cent at present, the figure should be just under 2 per cent. It attributed the error to three causes. Most important was that some of the apparent increase in prices reflected improved quality of goods and services and could not be counted as "pure" inflation. This contributed about 0.5 percentage points to the overstatement, the commission said.

Substitution bias, or the failure to detect changed spending by consumers as relative prices changed, contributed 0.4 percentage points, and changes in the pattern of spending by consumers - more buying at discount shops now than at

traditional outlets - were responsible for 0.1 percentage points.

The improving quality argument has come under most fire from economists. Although there is plenty of evidence that quality has improved in certain goods and services and that the price rise to some extent reflects that, there are three problems.

First, improvements in quality have probably occurred over a much longer time frame than is accounted for in the Boskin report. Although the increasing availability of sophisticated electronic equipment may have increased the degree of understated improvement in quality in the last decade, the problem is not purely a recent phenomenon; official measures of inflation have always overstated price increases.

Second, measuring quality improvements is extremely difficult. Although the quality of cars may be better and more reliable than it was, how can this be quantified reliably? In any case, the BLS already attempts to make these judgments and changes its index accordingly.

Third, what about those goods and services where quality has deteriorated? Mr Boskin did not fully examine

this change, but some economists cite the declining quality of education as a good example of movement in the opposite direction.

"This question of quality is really a judgement call," says Mr Burtless, "not something that can be clearly identified as an error in the calculations".

There are problems too with the Boskin commission's calculation of substitution bias. This states that the CPI does not properly reflect the fact that if, for example, the price of apples rises, consumers buy more oranges. The actual increase in their cost of living is therefore not as great as if they had gone on buying the same number of the higher priced apples.

But what if the consumer really wants apples, and is forced to accept oranges as second best? The actual utility of the substitution may be lower, a factor that should be reflected in some way in estimates of price.

The commission's report also said the CPI did not take account of the fact that more consumers now bought at cheaper discount stores than at big supermarkets and traditional outlets. The BLS accepted this, and said it was already working to eliminate the distortion.

But Ms Abraham says the BLS calculation of the overall overstatement of the CPI at about 0.25 percentage points. Other economists critical of the Boskin commission put the figure a little higher. Mr Boskin and his colleagues are convinced 1.1 percentage points is the correct figure.

An urgent consensus among the experts is needed if political support is to be gained for a change to the CPI. But as economists argue among themselves in ever more abstruse terms, the bigger issue of improving the way the government indexes taxes and spending is likely to slip from the political agenda.

US inflation-linked bonds postponed, Page 17

Gerard Baker

Havana's assault on US sanctions law

By Pascal Fletcher

Cuba's counter-attack over the US Helms-Burton bill appears to be more a political than an economic assault.

The Helms-Burton Act, introduced in March, threatens penalties against foreign companies judged to be "trafficking" in expropriated properties in Cuba formerly owned by US nationals or Cubans who are now US citizens.

Cuba's counter-measure - the Law of Re-affirmation of Cuban Dignity and Sovereignty, which was passed by the National Assembly this week - rejects outright the legality of the US bill, declaring "null and void" any

claims made under it. At the same time it upholds the right of Cuban citizens to claim financial compensation from the US for damage and injuries inflicted by Washington's policy of hostility over the last 37 years. Cuba's justice ministry is to set up special commissions to receive and study claims.

Mr Ricardo Alarcón, National Assembly president, said Cuba had a duty to protect foreign companies and individuals who expressed confidence in the island by investing there. The Cuban initiative follows counter-measures to Helms-Burton introduced by Canada and Mexico.

Only a few articles of the new Cuban law seem directly related to providing investor protection. The government has been given a broad mandate, including the transfer of interests to investment funds and other financial entities. Several foreign investors in Cuba have already moved to restructure operations to evade the Helms-Burton bill.

The document repeats Cuba's willingness to provide fair compensation to US citizens whose properties on the island were nationalised after the 1959 revolution. But it recommends that this form part of a wider political negotiation between Havana and Washington "on the basis of equality and mutual respect".

Mr Luis Eugenio Todd, a former ambassador and leading PRI luminary in the state capital, Monterrey.

The last straw for the ruling party came with the resignation of Mr Dante Delgado, former governor of Veracruz, who took 14,500 PRI members with him in an attempt to launch a new political movement.

Uruguay in dock as suspects freed

Peru yesterday requested an official explanation from Uruguay after a court there freed two Peruvians who had been charged with membership of the Tupac Amaru Revolutionary Movement (MRTA), the group holding 104 hostages in the Japanese ambassador's residence in Lima.

Soon after the two were released, Mr Tabaré Bocalandro, Uruguay's ambassador to Lima, emerged from the residence saying he was unaware of the reasons for his release.

Uruguayan government spokesmen denied there had been negotiations with the MRTA and said the suspects' release was decided on by the country's independent judiciary. Mr Victor Joy Way, president of Peru's Congress, commented on the "apparent coincidence" of the Uruguayan envoy's release and Japan said freeing the suspected guerrillas "has complicated the resolution of the crisis".

An explosion yesterday shook the Japanese ambassador's house but there was no indication that anyone was injured. Police gave conflicting accounts about whether the blast occurred inside the house or on its grounds, but later indicated it was an anti-personnel bomb going off accidentally.

Go-ahead for tobacco suit Connecticut may proceed with a lawsuit seeking \$1bn from tobacco companies to recover the tax money spent treating smoking-related illnesses, a federal judge has ruled after an attempt by tobacco groups to block the state's suit.

Attorney General Richard Blumenthal said he believed it was the first time a judge has thrown out one of the lawsuits tobacco companies have filed to block states bringing Medicaid claims against them. Nineteen states, including Connecticut, have such suits pending.

The companies alleged it was illegal for Connecticut to shift its Medicaid burden on to out-of-state companies making a product the state regulated and taxed. The pre-emptive lawsuit was filed by Lorillard Tobacco, Philip Morris, R.J. Reynolds Tobacco and Brown & Williamson Tobacco, owned by BAT Industries.

TV standard approved The Federal Communications Commission yesterday approved the technical standard that will govern the next generation of television in the US, setting the stage for the commercial launch of high-definition television (HDTV) after more than a decade of development.

The FCC approved a compromise technical standard hammered out in November between representatives of the US computer and television industries.

The regulator's move was welcomed by television makers. Zenith Electronics said it planned to start selling HDTV sets in early 1998, to coincide with the expected launch of commercial broadcasts in the new digital format.

Brazil telecoms setback A Brazilian court injunction yesterday halted the transfer of a 35 per cent stake in state telecommunications group CPT, bought last week by a group including Telefonica of Spain. A spokesman said the state had filed an appeal to have the injunction lifted and was confident that would happen in a few days.



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AMERICAN NEWS DIGEST

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<p>CONSAP S.p.A. has sold 91.15% of</p> <p>NUOVA FERRINA</p> <p>to TORO ASSICURAZIONI S.p.A.</p> <p>IMI acted as Financial Adviser to Consap S.p.A.</p>	<p>CASSA DEPOSITI E PRESTITI</p> <p>Domestic Bond placement of ITL 5,000 billion</p> <p>IMI acted as Joint Lead Manager</p>	<p>MEDIASET</p> <p>Global Offering of 279,623,000 ordinary shares ITL 1,957 billion</p> <p>IMI acted as Joint Global Coordinator</p>	<p>COMUNE DI ROMA</p> <p>Public Bond Offering of ITL 100 billion</p> <p>IMI acted as Lead Manager</p>	<p>CARLO TASSARA S.p.A.</p> <p>Domestic Bond placement and Syndicated Loan totalling ITL 44 billion</p> <p>IMI SIGECO SIM acted as Lead Manager</p>
<p>Eni</p> <p>Global Offering of 1,265,000,000 ordinary shares ITL 8,880 billion</p> <p>IMI acted as Joint Global Coordinator</p>	<p>ASCA</p> <p>Reorganization into a joint-stock company in anticipation of its privatisation</p> <p>IMI acted as Financial Co-Adviser to the City of Rome</p>	<p>Findomestic</p> <p>Domestic Bond placement ITL 82 billion</p> <p>IMI SIGECO SIM acted as Lead Manager</p>	<p>BANCA PER IL LEASING ITALY</p> <p>Five Domestic Bond placements ITL 1,000 billion</p> <p>IMI SIGECO SIM acted as Joint or Lead Manager</p>	<p>DeLonghi</p> <p>Euro Bond placement ITL 150 billion</p> <p>IMI SIGECO SIM acted as Lead Manager</p>
<p>CENTROBANCA</p> <p>Domestic Bond placement ITL 600 billion</p> <p>IMI SIGECO SIM acted as Joint Lead Manager</p>	<p>CARISBO</p> <p>CASSA DI RISPARMIO IN BOLOGNA S.p.A.</p> <p>Domestic Bond placement ITL 300 billion</p> <p>IMI SIGECO SIM acted as Joint Lead Manager</p>	<p>BANCA EUROPEA PER GLI INVESTIMENTI</p> <p>Euro Bond placement ITL 1,500 billion</p> <p>IMI BANK (LUX) acted as Lead Manager</p>	<p>KINGDOM OF SWEDEN</p> <p>Euro Bond placement ITL 500 billion</p> <p>IMI BANK (LUX) acted as Lead Manager</p>	

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NEWS: UK

Economists say improvement shows companies are succeeding despite appreciation of pound

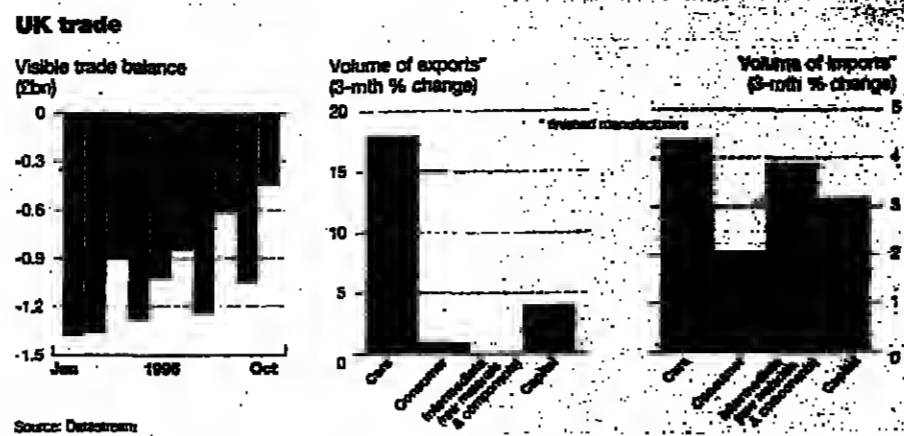
Trade gap halves as exports to EU surge

By Graham Bowley, Economics Staff

An unexpected surge in exports to Germany and France helped halve the UK's trade gap in October, taking it to its lowest level since the beginning of 1995. The Office for National Statistics said export volumes to the rest of the European Union grew in October at its fastest rate for 13 months. This helped cut the UK's trade deficit with the rest of the world to a seasonally adjusted \$454m (\$758m) - the smallest deficit since March 1995. It compared with a gap of £1.1bn in September. The deficit with other EU countries was £36m, compared with £254m in September.

About half of the rise in exports in October was due to oil and erratic items such as precious stones. Excluding these, the underlying deficit with the rest of the world narrowed to £1.1bn, from £1.5bn in September. More up-to-date figures show that the trade gap with countries outside the EU widened slightly to £639m in November from £416m in October. But economists welcomed October's improvement as a sign that UK companies are succeeding in markets elsewhere, in spite of the sharp appreciation of the pound since the summer and still sluggish growth in some European economies. The improvement will ease fears that fast economic

growth could fuel a surge in imports and a sharp deterioration in the trade gap. ONS statisticians said they now thought the trend was for a narrowing deficit. Mr Phillip Oppenheim, a Treasury minister, said the figures showed that UK exports were on a strong upward path. Stripping out oil and erratic items, export volumes to the EU in the three months to October were 4.5 per cent higher than in the previous three months - the strongest growth since September last year. But economists warned that the recovery in UK investment, expected next year, and continued strong consumer spending could lead to a gradual widening of



the deficit as imports were sucked into the UK. They said sterling's rise - which means that imported goods are cheaper - could also be temporarily depressing the cash value of imports in sterling terms. But this might rebound when importers have had enough time to react to the lower prices by buying more. Mr Jonathan Loynes, UK economist at HSBC Markets, said: "The deficit will begin to widen gently in the new year." The ONS said one big company outside the UK which had been using Britain as a port of entry for goods into the EU before exporting its goods to other European countries had switched its activities to the Netherlands, thus depressing both UK imports and exports. Statisticians said they did not know yet whether this was a temporary switch - linked to the Channel tunnel fire - or whether it reflected a longer-term move by the company. Since 1993 statisticians have detected a sharp rise in imports of intermediate goods, especially computer parts, from outside the EU. These were shipped into the UK and then exported to countries in mainland Europe. But the ONS said this flow of imports had begun to slow.

UK NEWS DIGEST

Meat industry warns of crisis

Meat industry leaders are warning of "blood on the floor" in the slaughtering sector next year if abattoirs fail to agree on a scheme to cut serious overcapacity. The beef crisis has temporarily exacerbated overcapacity, which industry estimates now put at 50 per cent, said the Meat and Livestock Commission. The commission is working with the industry on strategies for survival and hopes abattoir leaders will agree in January on a plan to set up a consortium to form a "development" company. It would buy up and close slaughterhouses, selling sites for redevelopment. The plan could cost £20m to £30m (£33.4m to \$50.1m), said Mr Martin Palmer, head of industry strategy. Without concerted action, the inevitable rationalisation would be "extremely messy", he said. "We have seen it happen in other British industries. In five years, it may only be half the size it is now." But some industry figures doubt whether a voluntary scheme can work. Mr Brian Pack, chief executive of ANM Group, a Scottish co-operative that owns Scotch Premier Meat, said no abattoir would pay up unless it was sure all others were prepared to do so. He feared it would be left to market forces to reduce capacity. "I believe there will be blood on the floor," he said. Alison Maitland

RAIL FREIGHT

EWS poised to dominate sector

English Welsh & Scottish Railway, the US-owned freight company, is poised to acquire Railfreight Distribution, British Rail's Channel tunnel freight train operator, in a move which will give it a near monopoly of the former BR freight business. EWS, which has already taken over BR's Royal Mail and bulk freight companies, has been nominated as preferred bidder for RID, the last of the BR freight businesses to be sold. The only other bidder was Freightliner, a management buy-out company, which moves container trains in the UK. The timing of the announcement, on Christmas eve, will be seen by the opposition parties and opponents of privatisation as an attempt to avoid criticism of the deal. EWS, which is owned by Wisconsin Central Transportation, is expected to complete the takeover of RID early next year, provided it can conclude the financial arrangements for the acquisition. RID operates trains moving containers, cars and car components and conventional freight between destinations in the UK and continental Europe. Charles Batchelor

PRIVATISATION

SITA loses municipal bid battle

SITA (GB), part of the French SITA group, has failed to win one of the UK's biggest and most comprehensive contracts to provide municipal services. In October SITA was selected as lead tenderer by the London authority of Lambeth but the £35m contract has been awarded to Service-team. The contract will run for seven years with an option to extend to 10. In the final process SITA was not prepared to meet some of the authority's requirements relating to Tupe, the Transfer of Undertakings (Protection of Employment) Regulations, which concern the rights of workers transferred between employers. Alan Pike

German group to boost white goods purchases

By Peter Marsh

The German company that is Europe's second largest maker of domestic appliances is planning a big increase in its purchases of white goods from the UK because of the attraction of Britain's low wage costs and flexible working record. Bosch-Siemens Hansgeraeta intends over the next two years to increase four-fold its buying of items such as cookers and washing machines, which it would sell under its own brand in the UK.

The company is a joint venture between Robert Bosch and Siemens, two of Germany's biggest engineering businesses. Since Bosch-Siemens has no UK production base, such "local sourcing" is essential if it is to make inroads into the UK market while taking advantage of the conditions for manufacturing in the UK. Purchasing goods in this way - with the products labelled as though made by one manufacturer though in fact made by another - is a common feature of electronic goods manufacture and is similar

to the growth of "own label" products in the supermarket trade. Mr Ernst-Uwe Hameck, Bosch-Siemens' UK managing director, said he wanted to increase the company's sales in the UK - of about £150m (£250m) a year at factory prices - to about £200m a year by late 1998. As part of this, use of local sourcing of products is targeted to grow from about 2 per cent of Bosch-Siemens' UK sales to 5 per cent to 10 per cent in two years' time. That equates to stepping up purchasing of this kind from £3m a

year now to about £14m a year by 1998. Bosch-Siemens has also signalled it is still looking out for its own UK production base, through a possible purchase of an existing site. Two years ago it was keen to buy the UK production operations of Hoover Domestic Appliance, part of Maytag of the US, although these eventually went to Candy of Italy for £108m - a price that Bosch-Siemens was not prepared to match. "We would still be open to having a UK production operation, if

this option became available." Mr Hameck said. One reason for Bosch-Siemens' interest in the UK is that the white goods market in Britain, after several years of stagnation, is growing faster than in most other large European countries. Buoyed by a healthy rise in consumer spending and more people buying homes, sales volumes of domestic appliances in the UK are set to expand by about 5 per cent this year even though margins are under pressure due to tough competition.

Opposition leader approves plans for think-tank

By James Blitz, Political Correspondent

The opposition Labour party is set to recreate the Central Policy Review Staff - the think-tank that dominated government policy-making in the 1970s - if it wins the next general election. Senior Labour figures say Mr Tony Blair, the party leader, has approved plans that would create a new

CPRS, which would help the government to develop long-term policies. Baroness Thatcher, the former Conservative prime minister, abolished the CPRS in 1993. She replaced it with the Downing Street Policy Unit, a smaller unit of civil servants and political appointees. Senior Labour figures believe the policy unit has too short-term an outlook

and is ill-equipped to undertake detailed analysis of the work done by government departments. They believe one of the merits of the CPRS, which was set up in 1971 by the Conservative leader Sir Edward Heath when he was prime minister, was its ability to co-ordinate detailed research across government departments. With a much bigger staff

than the policy unit, the CPRS examined strategic issues that were not on the government's immediate agenda, such as the future of the Foreign Office, higher education and space policy. There is speculation that Labour's new body could also play a role in helping the Treasury assess the annual public spending round, replacing work done

by the fundamental expenditure reviews introduced three years ago. One of the main issues facing Mr Blair would be who to choose as a head for the new unit. An obvious candidate would be Baroness Blackstone, the Labour peer and member of the think-tank from 1975 to 1978. Another candidate is Mr Jonathan Powell, currently chief of staff to Mr Blair.

The plan to recreate the CPRS is part of the review under way in and around Mr Blair's office about ways to restructure the main government departments if Labour comes to power. The party's team on civil service issues is considering whether scrutiny of the service could be strengthened by reforming the activities of Sir Robin Butler, the cabinet secretary.

An expected return on investment...

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سكانو الاجل

Senior executives in big businesses are increasingly turning themselves into "information officers", responsible for at least part of the time with bouncing ideas around their companies.

The role is particularly pronounced at some of Britain's bigger engineering companies concerned with "global subcontracting" - turning out huge varieties of components to fit into other businesses' products on a worldwide basis. For engineering companies of this sort, involved with dozens of overlapping technologies, putting one part of the enterprise in touch with an idea developed elsewhere can make the difference in winning a substantial order.

The UK engineering group which has annual sales of £1.7bn, provides an example of this sort of spread of information. One-page news bulletins, called "red flashes", are sent throughout the company. These discuss new technical ideas devised by one part of the business that could be useful in others.

The group makes a range of mechanical and polymer-based and mechanical products for, among others, the automotive and aerospace industries. Ideas in "red flashes" could be anything from a new plastics formulation to a seal to stop water leaking into railway carriages.

In spite of the system, Sir Christopher Lewinton, TI's chairman and chief executive, believes the company is no more than a tenth of the way towards ensuring that information is swapped between different divisions in the most efficient way. At present there are a "few dozen" such ideas a year that are channelled around the group, while it should be pushing the figures towards hundreds, he says.

Another company trying a similar approach is McKechnie, with sales of nearly £500m a year, which makes a range of products from plastic parts for computers to aerospace fasteners. Michael Ost, McKechnie's chief executive, says a large part of his job is "looking for opportunities to transfer technology" between different parts of the company so that they can pick up and develop their counterparts' ideas.

One example involved a plastics moulding technology, developed by one McKechnie division for making fuel pipes for vehicles. Other parts of the company adapted the technology to make connectors for incorporation in Hewlett-Packard printers, and also a plastics "trim" product for domestic use in sealing baths.

Siebe, Britain's biggest diversified engineering company, which



It's good to talk

The task of spreading information between divisions goes right to the top, writes Peter Marsh

It splits its £3bn-a-year sales between control systems for anything from fridges to cars, plus industrial equipment such as compressors, also has to try to juggle ideas between different parts of the group.

Allen Yurko, Siebe's chief executive, spends up to a third of his time visiting the company's executives in regional and divisional

that I inhibit local management."

Through such discussions Siebe took into a new field a computerised sensing technique developed by Foxboro, its factory controls division. The sensing system, based on gas detection techniques, was initially devised for monitoring air quality in process plants in equipment costing about £7,000.

Engineers in another Siebe division, concerned with personal safety products, modified the technique for personnel protection devices selling for about £700. These are worn by people working in hazardous environments, such as miners.

Morgan Crucible, another UK engineering and materials company which operates globally, has 120 plants in 40 countries and sells products such as carbon brushes for motors and electrical connectors to industries as diverse as off-shore construction, household goods and industrial roofing. Part of its philosophy is to keep business groups small - with annual sales of £850m it splits itself into about 150 subsidiaries each employing up to about 150 people.

In this decentralised organisation, Bruce Farmer, the managing director, says an important role for him is to talk to other people in the group, taking in ideas and passing them on to others. "I spend 95 to 100 days a year visiting other parts of the group. I write no more than 10 memos a year. The flow of ideas is easier if you are discussing things face to face or over the phone."

The company tries to involve other employees in the process; it spends £2m a year on training managers to be more receptive to new thinking and to react quickly to changes demanded by customers.

Out of this writer of discussion has come some useful technical leaps in which, for instance, carbon-based materials used in the mechanical parts of pumps and developed by one unit of the company have also seen service elsewhere in coatings for bearings used in aircraft controls.

Components for electric motors - an area in which Morgan is a world leader - can be experimented with and used in a variety of products from tooth-brushes to railway engines and with customers ranging from Black & Decker to Bosch.

Farmer estimates that his company makes "tens of thousands" of different products, with one fifth of this year's sales accounted for by products which did not exist in 1988. He says the measures to help the swapping of ideas are important in keeping up the new product flow.

Executive health • Carol Cooper

A jog along the road to good intentions

Practical new year resolutions that everyone from the boss down should make - and keep

It is traditional to start the new year with an abundance of good intentions, but which resolutions are realistic enough to last 12 months? The following suggestions for a happier and healthier workplace in 1997 consist of five practical ideas for the executive's own well-being, followed by five for the staff, although obviously many can benefit both.

First, let your appetite be a guide to good nutrition and eat only when hungry, not just when entertaining clients or when frustrated by a bad day at the office. That means no comfort eating, but no weird regimes of one lettuce leaf on alternate days either - yo-yo diets are unhealthy.

Make a commitment to exercise. Those with gym or sports facilities at work often have no time to use them, but anyone can fit gentle exercise, like using stairs, into their daily schedule. If nothing else, you will be in better shape for the next train or Tube strike.

Take hourly breaks from the VDU screen, no matter how punishing the pace of work. Even half-a-minute spent stretching neck, back and shoulders, and gazing into the distance makes a big difference.

When things go wrong, keep calm. Irrate outbursts both alienate staff and stress the heart - research shows that bouts of temper more than double the aggressor's risk of a heart attack in the next two hours.

Inevitably, work is brought home, literally or metaphorically. To prevent insomnia, don't take unresolved worries up to bed. Instead, set aside 15 minutes or so, with paper and pencil, to debrief before bedtime.

Make health risk assessment part of everyday life. It takes only awareness and common sense to spot potential dangers such as trailing flexes, air vents blocked by artistic displays of

holiday postcards, and filing cabinets placed next to desks - they tempt people to stretch and twist rather than get up and do it properly.

Make an effort to comply with legislation. Of course, most employees heed the requirements of the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 on reporting big injuries, but what of less serious events and near-misses? If you take pride in your low accident rate, either your

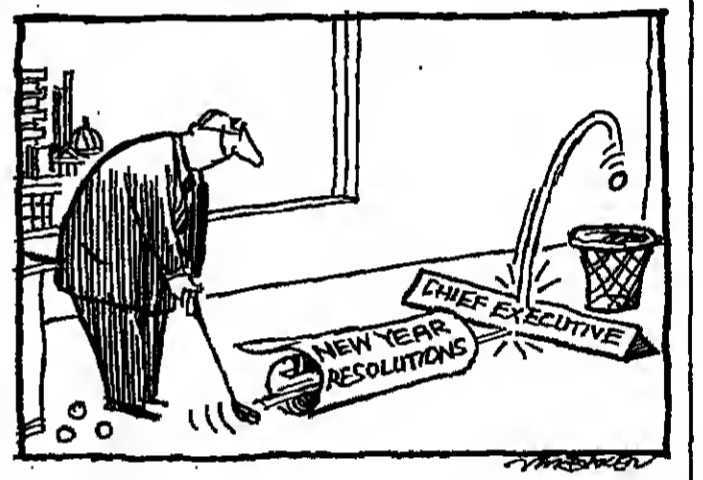
cent higher absenteeism. Interviewing staff on their return is also effective, probably more so than phoning an employee at home when his temperature is 38.5°C.

Make time to listen to employees. A happy workforce is usually healthier and more productive. Or you may spot symptoms of depression such as slowness, poverty of emotion and inability to enjoy jokes - not just the boss's quips, but genuine wit.

Suicides are rising, especially in men under 35. In a recent study about 46 per cent fell into the category of "executive suicide", where work stress was thought to be an important factor. Many companies offer in-house counselling, but employees should also see their GP.

Finally, no doctor's list of new year's resolutions is complete without mentioning smoking. At work, smokers have a higher rate of absenteeism, more low-back pain (the reason is unclear), and spend more time away from their desks, sometimes huddling outside the main entrance to enjoy a cigarette. If you still smoke too, you could give up with your staff.

The author is a London GP



The author is a London GP

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Company Division
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Mr Registrar Biddisley

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and
IN THE MATTER OF THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that a Petition was on the 10th day of December 1996 presented to His Honour the High Court of Justice for the confirmation of the reduction of capital of the above Company from £11,800,000 to £3,000,000.00.

And notice is further given that the said Petition is intended to be heard before the Registrar of the Companies Court at the Royal Court of Justice, Strand, London WC2A 2LL, on the 19th day of January 1997.

Any creditor or shareholder of the said Company desiring to oppose the making of an order for the confirmation of the said reduction of capital of the Company should appear at the time of hearing in person or by Counsel for that purpose.

A copy of the said Petition will be furnished to any person requesting the same by the undersigned solicitors on payment of the regulated charge for the same.

Dated this 19th day of December 1996
Nabarro Nathanson
50 Broad Street
London W1X 6DZ
Tel: 0171 493 9933
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A CHRISTMAS THRILLER

Collateral Damage

A mystery in five parts by thriller writer Peter Tasker. The story so far: Charlie has discovered that Piers Montagu, Berwick Brothers' star investment manager, whose charred body was found in his country home, had attempted to control the world aluminium market. Clues lead her to the Lucky Snake company.

Peter Tasker, Japan strategist for Dresdner Kleinwort Benson, is author of *Silent Thunder* and *Buddha Kiss*. His story concludes in tomorrow's Weekend FT - you could play a part in that final chapter by entering our competition (see panel).

CHAPTER FOUR

Like many things in life, Hong Kong looks a lot better in the dark. So thought Charlie as she gazed out of the aircraft window at the skyscrapers glittering like a tray of expensive duty-free hric-a-hrac.

A few minutes later the 747 was gliding past the giant apartment blocks, close enough to see the families at dinner, then careering down the perilously short runway and juddering to a halt just yards from the murky waters of the harbour.

The taxi-driver, whose English language comprehension was the worst she had come across outside New York, deposited her at the Peninsula Hotel shortly after eight.

Charlie left her bag with the concierge, then took the Star Ferry over to Wanchai. She was just in time for her dinner appointment with Alan Lau, senior columnist

'This club has over 2,000 hostesses on its books. And Donald interviewed every one of them.'

on the South China Herald. It was the first time she had seen him since going down from Oxford.

"Charlie, you look great." "You too, you're looking so... so distinguished." In fact, Alan was looking middle-aged. His hair-line was in full retreat, and his androgynously sleek features, which Charlie had once found so attractive, were marked with stress-lines.

"The heat is on," he explained. "When I went to Beijing in the summer to cover the party plenum, my room was turned over and all my papers were stolen. Then just last week someone took a baseball bat to my car."

"Why for God's sake?" "That's the interesting point. I'd done a lot of critical stuff before, but no one ever cared. What I've been focusing on this year is a series on factional struggles in the higher echelons of the army. Obviously someone cares about that. It's a clear signal that as of next July my career here as a journalist is over."

"With your reputation, you could go anywhere. Alan, Singapore, for example."

"That made Alan chuckle.

and something of the old smooth charm returned to his face. "An investigative journalist moving to Singapore? That would be like a downhill skier moving to Jamaica."

Charlie waited until the dim sun had arrived before broaching the subject of the Lucky Snake group. "If only I could write what I knew about those people," said Alan with a sigh. "What a story that would make. You know the basics, I suppose?"

The basics proved to be a lot more complex than Charlie had realised.

Apparently, old man Wu had been born in Shanghai at the turn of the century, and the family's "great leap forward" in the mid-1980s had been sponsored by top-ranking cadres in the Shanghai faction of the CCP.

It was after his father's death that Alexander, who was born and bred in Hong Kong, began shifting allegiance, cultivating army leaders just over the border in Guangdong province.

According to Alan, the Guangdong faction was militantly opposed to central authority. "They don't want to pay taxes to Beijing or obey any credit controls, though of course they still demand their share of the subsidies. The Communist party calls this 'warlordism'."

"The Scots call it devolution." Alan hit into a crabmeat dumpling. "Anyway this is what caused the rupture between the brothers. Donald considers that Alexander is dishonouring his ancestors. As the elder son, it's his duty to preserve the traditional link with Shanghai."

"Donald?" said Charlie, taking a sip of the soapy Tsingtao beer. "Didn't I tell you? Donald is the black sheep of the family. These days Alexander barely acknowledges his existence."

"Do you think I could meet him?"

"No problem, Charlie. Donald Wu is very keen on attractive ladies." □ □ □

Just how keen became apparent a couple of hours later when Alan took Charlie to the Club Dante, an enormous disco in the neon-splattered centre of Kowloon.

The doorman was a tall Sikh with a jewel flashing in his turban. He muttared something into a walkie-talkie, and in a matter of seconds a vintage Bugatti appeared from the cavernous interior. The tuxedoed chauffeur ushered them into the back seat, then drove them to their table on the far side of the dance floor.

"This club has over 2,000 hostesses on its books,"

shouted Alan above the roar



of the pounding music. "And Donald Wu personally interviewed every one of them."

Charlie peered through the gloom. Everywhere she looked there were girls in long slit-leg skirts pouring drinks, stroking cheeks, wrestling with drunken businessmen on the dance floor.

That girls, Latino girls, black girls, hottie-blonde Essex girls - all shapes and sizes were represented. "He once tried to list this place on the stock exchange," went on Alan. "But the deal fell through. Now it's his own private playground."

Just then the crowd cleared away from the dance-floor, leaving a slim Chinese man in a white suit in the middle. He lifted a cordless microphone above his head, executed a few kung fu-like sweeps of arm and leg, then broke into an even slushier Cantonese version of a slushy Phil Collins song.

"That's Donald Wu," said Alan when the music finished. "Now you can see why his younger brother took over the management." □ □ □

"Liked your singing," opened Charlie 10 minutes later. "Have you ever thought about going professional?"

"I'm, like, thinking of putting on a concert here in Hong Kong. Just, like, for my friends, you know."

Donald Wu spoke with a soft American accent. He was sprawled on the sofa in the manager's office, mopping the perspiration from his face with a red silk handkerchief.

"I mean in the west," said Charlie, "there's a lot of interest in world music these days. The Virgin people were telling me just last week that they're crying out for new talent from Asia."

"You act for Virgin?"

"That's right. My bank advised on the EMI deal. If

you like, I'll mention the idea next time I see them. Who knows - you might end up duetting with Phil Collins."

That was a deliberate probe of the man's reality level: if he laughed, the reading was normal. Donald Wu didn't laugh. Instead, he gave a self-deprecating shrug and tossed his handkerchief at the huxum filippina who had brought the drinks.

"Of course, someone in your position could have bought the whole company," continued Charlie. "There might have been quite a few synergies, given the assets of the Lucky Snake group."

Such as the savings from using your ultra-low-cost CD manufacturing facilities.

'I was a friend of Piers. Before he died he told me about his dealings on your behalf.'

Again words that formed in Charlie's brain, but never made it to her mouth. One day she was going to forget to interrupt them.

Donald gave a dismissive wave of the hand. "It's my brother who does all that stuff. And he's got no understanding of music at all."

"Actually I'm visiting your brother tomorrow. I'll certainly give him my opinion on the potential for entertainment software. Look at Disney. Look at Polygram - it's worth more than the rest of Philips put together."

Donald's eyes narrowed. "You're seeing Alexander? What for?"

"Oh, financial co-operation," Charlie said vaguely. "Didn't he explain it to you?"

"No, he didn't," snapped Donald Wu and reached for the microphone on the table. It was time for the next performance.

In fact Charlie hadn't been expecting to meet Alexander Wu in person. Nonetheless there he was at 10 o'clock the next morning, staring across the table with ill-concealed hostility. What was she doing? How much did she know? The man's tension was palpable. "No, we have no intention of divesting any of our assets here," he snapped at her opening question. "The future of Hong Kong is healthier than ever before."

They were sitting in the Lucky Snake office in the Landmark, looking out on a three-windowed panorama of the harbour. The turbid water was busy with boats; tug, trumper, skiff, ferry, frigate, junk.

On one side, Wu and his

finance director. On the other, Charlie in the guise of a fund manager scouting out potential investments. "Your companies are structured in an extremely complex way," she continued. "What exactly do you see as your core competences?"

"My core competence is making money. Wherever that leads me, I go."

The two brothers were the same height and build, and shared the same petulant downturn to the mouth. But Alexander looked much smarter, as befitted a Harvard MBA. He spoke with a staccato Cantonese accent that couldn't wait to rush on to the next sentence.

"And does it lead you to re-label goods made by children and political prisoners?" Charlie had got that from Alan Lau. She had thought it would get a response, and she was right.

Alexander's fist crashed down on the desk. "Listen, we don't need to take any lessons on morals from you British. Why did you come to Hong Kong in the first place? To sell opium, to steal like pirates - that's why?"

"That's a long time ago," protested Charlie. "Not for China, it isn't. You talk so noble now, Chris Fatten and Margaret Thatcher and so on, but we remember what happened. It's not forgotten."

"Then what about the Japanese? You seem quite happy to do business with them." Wu froze. The finance director eyed him nervously.

Charlie paused before continuing, then chose her words with great care. "I think you have had indirect contact with my bank before, Mr Wu. I was a close friend of Piers Montagu, very close. Before he died he told me about his dealings on your behalf."

Wu motioned for the finance director to leave the room.

"Go on," he said, suddenly quiet. "We just want your co-operation," said Charlie pleasantly. "If you return our money by the end of the week, we will take no further action."

"What money are you talking about?"

"I think you know what I mean." Alexander Wu got to his feet, a humourless smile on his lips. "This meeting is now over. If you have any claims against the Lucky Snake Group, you should go through the normal legal channels. Goodbye, Miss Deane. Have a nice trip home."

□ □ □

So the first approach yielded nothing. As Wu must have known, they had no legal proof of his involvement. And at this rate the bank was not going to last out the week anyway.

Charlie sat in the lobby of the hotel, sipping a cup of mint tea and pondering her

next move. One of the bell-boys crossed her line of sight. He was ringing a handbell and carrying a placard with her name on it.

"Paging Miss Charlotte Deane, paging Miss Charlotte Deane."

Apparently there was a call waiting for her at the front desk. When Charlie picked up the phone, it took her a few seconds to recognise the soft Californian accent.

"How you doing there? Did you get anything going in the meeting?" It turned out that Donald Wu was calling her for a specific reason. There was going to be a big party that night to celebrate Alexander's 40th birthday, and Donald would be really happy - here he sounded almost shy - if Charlie would accompany him.

"But wouldn't your brother mind?" That peevish him.

"Hey, he may run the business, but he doesn't run my life, you know?" So it was fixed. The only question in Charlie's mind was how Donald had known when to page her. Possible answer: because he was watching. Charlie turned to scan the lobby and the phone went dead. Through the revolving door she glimpsed a white Rolls-Royce pulling out into Salisbury Road.

□ □ □

The Lucky Snake Group acquired its name when old man Wu found an 8ft python in the grounds of his house in Clearwater Bay. Since that day, the prosperity of the family had never once faltered. The reptile was fed regularly with live chickens, and after its death its bones were mashed up into a medicinal paste, which was still consumed on special occasions.

Charlie was being regaled by Donald with this and other tales as she sipped a cocktail in the garden of his brother's villa on the Peak. The sunset was spectacular, the sea glinting like a mirror, orange clouds over the Pearl estuary, shadowy mountains masking the vastness beyond.

The party was pretty spectacular too. On one side of the lawn, a Dixieland jazz band floundered in from New Orleans; on another, performers from a top Chinese circus. Charlie watched in fascination as an apparently drunken clown staggered his way up a pyramid of acrobats.

"What are you doing here, Miss Deane?" Alexander Wu was standing at her shoulder, and the expression on his face was less than celebratory.

"Your brother was most persistent," said Charlie, nodding in the direction of Donald, who had gone to fetch another drink. "Stay away from my family. We won't tolerate any troublemaking."

"You certainly didn't toler-

ate Piers Montagu for long. It's no secret, you know. We can make life very difficult for you."

"Really?" said Wu sarcastically. "How exactly do you plan to do that?"

Charlie dropped her voice to a whisper. "There'll be an international arrest warrant. You may be safe here, but you can forget about your house in Vancouver and your girlfriend in Los Angeles. And we won't give up. One day you're going to wake up and find Beijing has swapped you for a couple of Harriers."

Pure bluff, of course, but the gossip gleaned from Donald in the Rolls hit home. Alexander's face tightened. He was on the point of reproducing his explosion of the morning when one of the waiters appeared at his side and passed him a note. Alexander glanced at it then glowered at Charlie. "This man will escort you to the door. If I see you here again, I'll have you thrown out physically."

He turned and hurried towards the French windows, his metal-rimmed

heels ringing on the paving stones. The waiter took Charlie by the elbow and steered her to the entrance.

Out of the corner of her eye, Charlie saw Donald Wu pushing through the crowd, a wine-glass in each hand.

□ □ □

Seconds later the waiter deposited her in the hallway, then returned to the party, mission accomplished. Charlie was gathering her coat when she heard a car-door slam, then Alexander's heels clicking along the corridor towards her and waited for him to pass.

But he didn't. Instead, he stopped no more than a yard from where she was hiding. "It's been a long time," he boomed, suddenly genial.

"Yes it has," said another, heavily-accented voice. "I hope all is satisfactory, Mr Wu."

"If Mitsukawa is satisfied, then we are satisfied too." The voices moved away. Peering out from between the coats, Charlie saw the two men walk down the corridor and disappear through a door at the end. So this was it. Mitsukawa and Wu were in bed together. The evidence was right under

her nose. Instead of going to the front gate, Charlie slipped round to the other side of the house, which looked out on a well-maintained tennis court.

Assuming the manner of a lost party-goer, she ambled down the path. There was one window at the back of the house. It was half-open, the curtains fluttering in the breeze. Peering through the gap, Charlie glimpsed the two men standing in a small study-like room.

Wu had his back turned to Charlie. The other man took a small envelope from his pocket and handed it to him.

Wu went to the bookcase, and slipped the envelope between the pages of a book. After some murmured conversation, the two men left the room. A split second to size up the risk-reward ratio, then Charlie made her decision. She clambered on to the window sill, pushed aside the curtain, and jumped lightly to the ground.

Outside she could hear Wu's heels clicking up the corridor. Now which book was it? She pulled a couple from the bookshelf, but found nothing inside.

Then she froze. The sound of the heels slowed, stopped. Now it was coming back towards her, fast.

Last try - Charlie grabbed a book and shook it. The envelope fell to the ground. Inside was a single floppy disc. She pocketed it and stuffed the book back into place.

The heels were close now, just the other side of the door. Charlie scrambled on to the window-sill. As the door swung open, she leapt to the ground, tumbling over in the undergrowth. Her head hit something hard, and for the next few moments the world went black.

Charlie lay motionless, soundless.

When she had recovered her breath, she hauled herself to her knees. Half stunned, at first she didn't realise what her hands were gripping - a pair of stripey trousers.

Charlie looked up to see a grotesquely large mouth grinning down. Paint-ringed eyes blinked bloodshot. Strong hands reached under her armpits, and dragged her off her feet.

Then the crowd wrapped his fingers around her throat and started to squeeze.

... TO BE CONTINUED

Natasha becomes the problem. Don't miss the climax to *Collateral Damage* in tomorrow's Weekend FT

All characters and companies in this novel are fictitious.

The Competition

The Last Word

Collateral Damage will end with an epigram written by Peter Tasker. Put your wit against that of the author by bettering his final line, which will be an old style saying with a bit of a twist. For example:

"When the year grows cold, we know the pine and the cypress are the last to fade" Confucius

"It never troubles the wolf how many the sheep be" Virgil

"It is the wisdom of rats, that they will be sure to leave a house somewhat before it falls" Francis Bacon

"Tax is not a burden to the wise man - he has a clever accountant" Piers Montagu

What we want is an old-style epigram with a modern commercial flavour, along the lines of the Montagu example above. It needs to have wit and to reflect the spirit of *Collateral Damage*. We are asking you to submit your entries ahead of the final chapter, and will award extra points to the president.

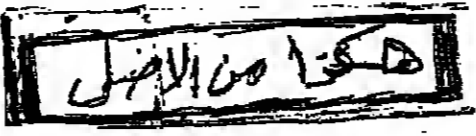
The five funniest, original entries will receive an FT hamper hand-picked by its specialists: bottles of red and white wine chosen by Janice Robinson, the FT's wine writer; the fiction and non-fiction books of the year, as judged by Annalena McAfee, literary editor; a classical and a popular CD selected by our music writers; and a couple of good taste goodies chosen by Lucia van der Post, How to Spend it editor.

How to enter

Send your entries by electronic mail to collateral.damage@ft.com or by fax to 44-171-873 4433 or by phone on 44-171-873 4566. You can only enter between 11am (GMT) and 11pm today, Friday December 27.

Terms and Conditions
This competition is open to FT readers aged 18 years and over. Entries must be submitted to one of the above addresses by telephone, fax or modem, and must be received by 11pm (GMT) today, Friday December 27, 1996. The winning entries, as selected by an independent panel of judges will be published in the FT on Monday December 30 1996. The decision of the judges is final and no correspondence will be entered into. All prizes will be dispatched to winners within 28 days. There is no cash alternative. Copyright in all entries will be the property of the Financial Times.

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Cinema in 1996/Nigel Andrews

'Twixt costume and the kitchen sink

We reviewers are all expected to do it, but branding years is like branding cattle. The poor creature - in this case 1996 - must stand still while the critic scorchs his summary on its hide. The risk of presumption is overpowering, but everyone likes that clear incandescent verdict: Was the year good? Bad? Was the prevailing theme feminism; racism; existentialism; food poisoning; intermarriage? And what of the future of cinema?

The answers are respectively yes, yes, no, yes, no, go and "Erm".

One thing can be said with confidence: it was a good year for Britain. I am often accused of being unpatriotic, preferring Hollywood to Pinewood for field trips and being more interested in the planetary aftershocks of a bestselling American film than the pebble-in-puddle impact of most UK movies.

But a year that included *Secrets and Lies*, *Sense and Sensibility*, *Richard III*, *Trainspotting*, *Jude*, *Boston Echoes*, *The Pillow Book* and others is a miracle year for Britain. Even the Oscar-festooned Nick Park saw his fame spread further. When I was in New York last month the thing most people talked about was the disappearance of Wallace and Gromit:

never mind the same-week presidential election. British cinema still spends its time either in costume or in the kitchen sink, with social realism and heritage cinema fighting for that small inch of ground that is the free screen in a Tinseltown-dominated multiplex. But this year rivalry produced riches.

Mike Leigh and Ang Lee

It may be that Britain now has the strongest film culture in the world

offered contrasting takes on English family life. And Scotland, shocked into indigenous activity by the recent sight of Mel Gibson taking over their history, made the spirited *Trainspotting* and the piquant *Small Faces*. That land's native son Ewan McGregor emerged into stardom beyond Caledonia, through the judicious steps of a Jane Austen film (*Emma*) and a nude Father Greenaway role (*The Pillow Book*).

It may be that Britain now has the strongest film culture in the world. If so, it can be down to two things: the country's vigorous hunger for self-expression

(including the free play of colourful self-doubt) after the regimented *braggadocio* of the Thatcher years; that and the coming of age of a group of directors, led by Leigh and Greenaway, who have moved beyond the parading of mannerisms into an assured if still quirky tragicomic vision.

The rest of the world can be dealt with in short order. American cinema has no idea what it is doing, which is just as well since it is doing almost nothing. A year of senseless barnstormers on the large screen - we give the honestly insane *Independence Day* and *Mission: Impossible* precedence over the numbed *Twister* and *Catfish* - was not compensated for by goodish but modest low-budget films.

The comedies *Denise Calls Up* and *The Truth About Cats and Dogs* proposed an intriguing new genre, the telephone love story (properly prophylactic in the age of HIV). The Coens' thriller/black comedy *Fargo* was a little triumph, though both those words are justes. And while I might take *Tin Cup*, *Toy Story*, *Things To Do In Denver When You're Dead*, *The Cable Guy* and even Oliver Stone's darkly grandstanding *Nixon* to a desert island, I am not sure that I would bring them back again.

One other thing. In an age

when stars have so much power that they can initiate projects, what did some of these stars think they were doing? Geena Davis in *Cutthroat Island*, Julia Roberts in *Mary Reilly* and Demi Moore in more films than we care to count showed that nothing is more reckless than an emancipated female star. Emancipated men, however, competed keenly. We remember, despite our best efforts, *Up Close and Personal* (Robert Redford), *Sabrina* (Harrison Ford) and *Jack* (Robin Williams, who would also like *The Birdcage* taken into account).

In Europe and points east stars do not exist, except for Gerard Depardieu, so the director is still master of his domain. The problem is, where are the directors? Or at least the new ones?

A *Summer's Tale* was a radiantly witty French love story, but its maker was the serene Eric Rohmer. *Nelly and M. Arnaud* was a sharp human comedy from the hardy youthful Claude Sautet. And Claude Chabrol's *La Cerimonia* was a black comedy to die for, directed by a man whose first-to-die-for films were made forty years ago.

The few outstanding new directors from foreign climes were Hong Kong's Yim Ho (*The Day The Turned Cold*), Japan's Hirokazu Koreeda (*Maborosi*) and France's Cédric Klapisch (*When The Car's*



British directors have come of age: Vivian Wu in Peter Greenaway's 'The Pillow Book'

Asahi). This is not enough to keep world cinema ticking and one has to ask: Is great film-making a thing of the past?

Not only are there are no figures with the authority of style and grandeur of wit, the sweeping moral vision and eclectic human curiosity of a Renoir, a Bergman, a Godard, a Fellini or a Pasolini; but there almost seems no room for them in today's cramped socio-psychological climate.

Not just mainland Europe but the world at large is in a dither about purpose and

identity. In much of the west the politicisation of minds after the 1960s, and its deadly bequest of political correctness, planted the idea that personal destiny is an unworthy theme. Art must talk about nationhood and responsibility, about ethnic identity and gender emancipation, about social macro-visions.

A few directors skilled at marrying political and personal motifs, like Krzysztof Kieslowski, Zhang Yimou, Lars Von Trier (of *Europa* not *Breaking The Waves*) and even America's Oliver

Stone have thrived. Everyone else with talent sits about, biting his or her nails or his or her tongue. When a film-maker does make a dash for free speech in this repressive world landscape, he comes out with a nervous, brittle and self-consciously 'outrageous' film like *Crush*.

It is time to restore egotism, obsession and individual life to the forefront of art. We have been sanctimonious long enough in pretending, and forcing artists to pretend, that self is less worthy a subject than Society. History teaches us that

great movies about human beings - *Citizen Kane*, *La Grande Illusion*, *Bicycle Thieves*, *The Godfather* - have an uncanny knack of becoming great films about the society they depict or the society in which they were made. It almost never works the other way around.

Ten best films of 1996: *A Summer's Tale*, *The Pillow Book*, *The Day The Sun Turned Cold*, *Trainspotting*, *When The Car's Away*, *La Cerimonia*, *Secrets And Lies*, *Forgo*, *Richard III*, *Maborosi*.

Art in 1996/William Packer

Away from the cutting edge

It may not have felt so at the time, but I have to say, looking back, that 1996 was not at all bad for the visual arts. Was it therefore a great year? Do we declare the vintage?

There were certainly some outstanding shows, and many good ones, but the best were almost all either historical or confirming established reputations. Anything purporting to be groundbreaking, issue-addressing, pre-conception-challenging, new, exciting, cutting-edge, was usually pretty dire. To get those doubtful accolades out of the way at once, here are the nominations: The Turner Prize (Hume, Patterson, Horsfield, Gordon), for again being the Turner Prize; Tacita Dean at the Tate, for discovering that film-makers use sound effects; ACE, for showing up the Arts Council in its role as collector; *Picturing Blackness* at the Tate for crass politically-correct revisionism; New Contemporaries, for encouraging the young; Richard Wilson for not knocking down the Serpentine, but only boring a few boring holes. And the winner is - last among equals, ACE.

I must admit, though, that in this general area I did occasionally have my fears confounded. Rachel Whiteread's retrospective at the Liverpool Tate, all those filled-in spaces beneath chairs and under floor-boards, was both impressive and beautiful, collectively so much more than the sum of its parts.

The young abstract painter, Callum Innes, at Inverleith House in Edinburgh, memorably showed off his beautifully-shaded reductive minimalism. Also at Edinburgh, in a tiny show at Portlough, the late Helen Chadwick's last photographic works had, for me at least, an

unexpected poignancy and strength.

But across the broad board of contemporary art, the older painters and odd sculptor were the artists who made the year more interesting for me - quite at odds with the apparent policies of such as the Arts Council and the Tate, who seem to hold that only the young thrusters at the "cutting-edge" (read term) can have any current relevance. The Tate itself gave away the critical vacuity of that position with its splendid, long-overdue retrospective of Leon Kossoff, now 70 and at his best.

But even better was Prunella Clough's show at Camden, of her paintings of the past 20 years. That she has not been given that same full Tate treatment long ago, been gonged and Damed and made into the international star she ought to be, is more than a scandal: it is a mystery. She, at well over 70, is still as good a painter as any we have. Hers was my show of the year by a living artist.

Other first-rate painting shows, and all by comparative oldies, were the David Hepper at the Museum of London; the Howard Hodgkin at the Hayward; Leonard Rosoman and Norman Blamey together at the Fine Art Society; John Wonnacott at Agnew's; Karl Weschke in a special display at the Tate; Elizabeth Blackadder and David Michie one after the other at the Mercury; Norman Adams at the Beaux Arts; and John Hbbard,



'After the Bath: Woman Drying Herself' in 'Degas: Beyond Impressionism' at the National Gallery

who won the Jerwood Prize, at Purdy/Hicks. The touching and delightful memorial exhibition to Roger de Grey was no less a duty and a compliment than the Royal Academy owed its former president.

Nigel Hall and David Nash at Annelly Jnda, Bill Woodrow at the Tate, Jake Harvey at Art First, and the too-long-neglected Kenneth Armitage with a deserved revival at the Yorkshire Sculpture Park, have all vari-

ously helped to keep the currency of British sculpture strong. As for modern foreigners, Jasper Johns' flags at Anthony d'Offay was an important special study, while the Carl Andre retrospective at the Museum of Modern Art at Oxford was a salutary check to any too-easy denigration of minimalist sculpture. The most captivating contemporary sculptures, however, were the painted portrait carvings of Katsura Fuzakoshi, at Annelly Jnda.

Abroad, British Art has had its moments too, and if the survey of 20th century British sculpture at the Jeu de Paume in Paris was an ill-chosen failure, the disappointment was more than made up by the splendid Francis Bacon exhibition at the Centre Pompidou, and the exquisitely presented show of Henry Moore's working plasters at Nantes, both of them illuminating and definitive studies of their subjects.

Abroad indeed was far from bloody, offering as it did this Uncle Matthew some of the greatest treats of this or any year. The Vermeer show at the Hague, which brought together two-thirds of the known oeuvre, barely two dozen pictures, of this most particular and refined of masters, was something we shall simply never see again. Corot, at the Grand Palais in Paris, continued the great sequence of study exhibitions by which the great masters of French painting are being picked off, one by one.

Two masters of the Danish Golden Age of the early-19th century, Christian Kobke and the rather less familiar Wilhelm Bendz, were each given the full treatment in Copenhagen, to remind us how much we lose by our general ignorance of northern European painting. Back in Paris, the Adolph Menzel retrospective at the Musée d'Orsay, did as much for German painting, filling in the gap between Romanticism and the expressionism of Lovis Corinth, which we shall see when the recent Bertin

show comes to the Tate in the spring.

In Venice, the Palazzo Grassi gave most of the year to the latest in its series of cultural studies of the ancient world, this of the Greek diaspora westwards through the Mediterranean. And the refurbished Ca' Rezzonico suitably celebrated the tercentenary of the birth of Gianbattista Tiepolo, the greatest of Venice's painters of the 18th century, which is to say, one of her greatest ever, peer of Titian and Veronese. Back in Paris, at the Grand Palais the Picasso Portraits brought us back to the 20th century, while yet maintaining the continuity of the great tradition. No bad way to end the year.

Which brings us at last to a year at home of truly remarkable exhibitions, large and small, that began with Cézanne at the Tate, and still has the Malcolm Collection of old master drawings at the British Museum, the Grand Tour at the Tate, Rubens' landscapes at the National Gallery, and Giacometti at the Royal Academy. In between we have had Lord Leighton at the RJA, an acquired taste, no doubt, but still to be savoured, and a small Millais show at Southampton that deserved a wider showing. Leonardo's drawings, some unexhibited before, have filled The Queen's Gallery. William Morris was handsomely celebrated at the V&A. Charles Rennie Mackintosh at the McLel-

lan Galleries in Glasgow. The Raphael Cartoons are back on show again at the V&A.

Up in Edinburgh, the small show of the work of Velazquez as a young man at Seville was real coup. Richard Green put on a memorable show of Jan van Goyen, that most delicate of the Dutch 17th-century painters. Spink's fine show of Augustus John's drawings, Jack Yeats at the two Waddingtons and the Renato Guttuso at Whitechapel were all useful and timely re-examinations of neglected reputations.

And so for the rest of the Packer Awards. The Vermeer was I suppose the best of the old-master shows abroad, but the Tiepolo was my favourite, the Bendz the most surprising. Best 20th-century show abroad was the Henry Moore at Nantes. Best domestic Modern British was the show of Paul Nash's second world war paintings and drawings at the Imperial War Museum, with Christopher Wood's Two Cornwalls, at the St Ives Tate, a fair second. And the Giacometti show, the best account of the artist as both painter and sculptor that we have yet had, was, in its original display at the Scottish National Gallery of Modern Art in Edinburgh, the best Modern exhibition of the year overall.

But best of all, better than the Vermeer, Picasso, Tiepolo, Leonardo, Moore or Bacon, Giacometti or Velazquez, was the National Gallery's show of Degas' sets of working drawings, with associated sculptures. For bringing us so entrancingly close to a great artist as he worked, *Degas: Beyond Impressionism* was for me the exhibition of the year. Yes, after its fashion, it was a vintage year.

INTERNATIONAL ARTS GUIDE

ANTWERP

CONCERT
Bourleschouwburg Tel: 32-3-2319750
● Koninklijk Filharmonisch Orkest van Vlaanderen: with conductor Grant Llewellyn, soprano Lena Lootens and mezzo-soprano Katharina Kameus perform works by Rossini, Bellini, Verdi, Strauss, Liszt and Offenbach; 8pm; Dec 31

BALTIMORE

EXHIBITION
Baltimore Museum of Art Tel: 1-410-596-6300
● Landmarks in Print Collecting: Masterpieces from the British Museum: travelling exhibition including some 100 works from the British Museum's collection of more than 2m prints. Together, these works chronicle the history of western printmaking and provide an historical account of the British Museum's print collection. Some of the artists included are Dürer, Gauguin,

Hopper, Kirchner, Manet, Master E.S., Munch, Rembrandt, Schongauer, Seghers, and Toulouse-Lautrec; to Jan 5

CHICAGO

EXHIBITION
Art Institute of Chicago Tel: 1-312-4433800
● Degas: Beyond Impressionism: exhibition focusing on the works created by Edgar Degas in the later years of his career. The exhibition comprises more than 80 works drawn from major public and private collections in Europe, Japan and the US and focuses on the artist's work of the 1890s and 1900s. Included are paintings, pastels, drawings and sculptures. This exhibition was previously shown at the National Gallery in London. In Chicago a special section is added to the exhibition, including about 20 paintings, drawings, prints, and pastels from the Art Institute's own Degas holdings that have been chosen to provide a general overview of Degas' career up to the moment that marks the beginning of "Degas: Beyond Impressionism"; to Jan 5

COLOGNE

OPERA
Opernhaus Tel: 49-221-2218240
● Die Zauberflöte: by Mozart. Conducted by Erich Wöhrer, performed by the Oper Köln. Soloists include Irlde Martinez, Dorothee Jansen and Uta Döring; 4pm; Dec 28

THEATRE

Schauspielhaus & West-end-Theater Tel: 49-221-2218240
● Faust (Parts 1 & 2): by Goethe. Directed by Günter Krämer and performed by the Theater Köln. The cast includes Hans-Michael Rehberg, Martin Reifke and Birgit Walter; 7.30pm; Dec 28, 29

HAMBURG

EXHIBITION
Museum für Kunst und Gewerbe Tel: 49-40-24982732
● Gegen den Strom - Expressionistische Tanzmasken von Lavinia Schulz and Walter Hoidt: this exhibition on the occasion of the centenary of the birth of mask dancer Lavinia Schulz gives an overview of her work and that of her partner - both on stage and in life - Walter Hoidt. The display features masks, drawings, photographs and other objects; to Jan 5

OPERA

Hamburgische Staatsoper Tel: 49-40-351721
● Die Fledermaus: by J. Strauss. Conducted by Stefan Soltesz, performed by the Hamburgische Staatsoper. Soloists include Daniela, Ritterbusch, Sommerfeld and Neumann; 8pm; Dec 29

LONDON

CONCERT
Queen Elizabeth Hall Tel: 44-171-9210900
● Le Nozze di Figaro: by Mozart. Concert performance, conducted by Ian Page and performed by the Brava Ensemble. Soloists include

Christopher Parka and Lynn Harman; 7pm; Dec 28
Wigmore Hall Tel: 44-171-9352141
● Alfredo Perl: the pianist performs Beethoven's Sonata No.7 in E, Op.14, Sonata No.2 in G, Op.14, Sonata in A, Op.101 and Sonata No.3 in E flat, Op.31; 7.30pm; Dec 28

DANCE

Royal Festival Hall Tel: 44-171-9604242
● The Nutcracker: a choreography by Ben Stevenson to music by Tchaikovsky, performed by the English National Ballet. Soloists include Zoltan Solymski and Daria Klimentova; 2.30pm & 7.30pm; Dec 27, 28

EXHIBITION

Queens Gallery Tel: 44-171-9304832
● Leonardo da Vinci: One Hundred Drawings from the Collection of Her Majesty The Queen: this exhibition includes preparatory sketches for paintings such as the "Astonor of the Magi" and the "Last Supper", designs for equestrian monuments, war machines and costumes for court entertainment. Next to these sketches this exhibition features studies relating to his enduring interest in water, flight and his studies in anatomy; to Jan 12
Royal Academy of Arts Tel: 44-171-4397403
● Alberto Giacometti (1901-1966): major exhibition of works by the Swiss artist. Over 200 sculptures, paintings and drawings give a survey of his

entire career from his early interest in cubism and abstraction, and his experiences with "kinetic" sculpture, to his creation of more figurative sculpture and his lean standing figures which began to appear in the 1940s; to Jan 1

MADRID

CONCERT
Fundación Juan March Tel: 34-1-4354240
● Maria Aragon and Fernando Turina: the mezzo-soprano and pianist perform works by Moreno, Guastavino, Garcia-Abril, Montsalvage and Bernola; 12noon; Dec 28

NEW YORK

CONCERT
Avery Fisher Hall Tel: 1-212-875-5090
● Canadian Brass and members of the New York Philharmonic: with trumpeter Jens Lindemann perform works by Handel, Gibbons, Albinoni, Gabrieli and others; 3pm; Dec 28, 29

OPERA

Metropolitan Opera House Tel: 1-212-362-6000
● La Bohème: by Puccini. Conducted by Nello Santi, performed by the Metropolitan Opera. Soloists include Facette, Geyer, Giordani, Michaels-Moore, Whelan, Tian and Berberian; 8pm; Dec 28

PARIS

EXHIBITION

Centre Georges Pompidou Tel: 33-1-44 78 12 33
● Munio Gital Weinraub: exhibition devoted to the work of the architect Munio Gital Weinraub (1909-1970) who was a student at the Bauhaus in Dessau in the early 1930s and formed a partnership with Al Mansfeld for some 20 years (1937-1959), realising about 250 projects, mostly in the Haifa region; to Jan 8

MUSEE D'ART MODERNE DE LA VILLE DE PARIS TEL: 33-1 53 67 40 00

● Georg Baselitz: retrospective exhibition of works by the German artist Georg Baselitz. The chronologically organised exhibition features some 80 paintings, sculptures, and a selection of prints from the period 1965-1996; to Jan 5

WASHINGTON

OPERA
Eisenhower Theater Tel: 1-202-467 4600
● El Gato Montés: by Penella. Conducted by Miguel Roa, performed by the Washington Opera. Soloists include Ana Maria Martínez, Rafael Rojas, Eduardo Del Campo, Kimm Julian, Virginia Alonso-Tolaz, Marianne Cornetti, Robert Gardner and John Marcus Binde; 7.30pm; Dec 28
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WORLD SERVICE

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European Money Wheel

18.00
Financial Times Business Tonight

Fix that broken window

GOOD NEWS
A few years ago, if you drove into New York City from New Jersey, your first experience on emerging from the Lincoln Tunnel would be to have your windshield smeared with dirty water by a man with a bucket and sponge. It would be swiftly followed by your second experience: a menacing demand for money.

It was a signal that you were entering the mean streets of one of the world's toughest cities. In those days, people visited New York with trepidation and guide books routinely contained a chapter on safety and survival.

But today, the squeegee men are gone, as has the graffiti that used to adorn the subway trains. The murder rate has plummeted and New York is among the safest cities in the US.

New York has cut serious crime by tackling minor offences, says Richard Tomkins

cial being done by the police department."

Three years ago, Mr Saffir recalls, New York City gained a new mayor who had fought the election on a tough anti-crime ticket. Mayor Rudolph Giuliani and his then police chief, Mr William Bratton, launched a campaign to eliminate minor offences such as illegal street-vending, aggressive begging, prostitution, public drunkenness and graffiti.

According to the so-called broken window theory, it was New York's earlier failure to address such misdemeanours that encouraged the growth of more serious crimes, in much the same way as a broken window in a building leads to further vandalism if nobody does anything about it.

"A city that sends a signal that disorder is okay and that minor crimes are okay is a city that will also encourage major crimes," Mr Saffir says. "And many of the people who commit minor crimes are the very same people who commit major crimes."

The New York Police Department introduced new methods to tackle more serious crime. A big step was to improve the flow of information by installing computerised graphic displays

in precincts and at headquarters, showing precisely where new crimes were being committed.

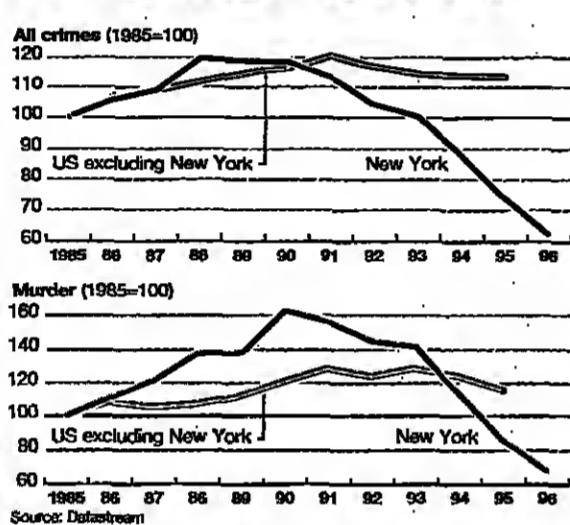
Officers at headquarters can now examine rates of criminal activity across the city by building, block, neighbourhood or precinct, compare the figures with previous rates of activity in the same parts of the city or with figures for other areas, and identify where problems are arising.

Every five weeks, precinct commanders are brought to headquarters and held accountable for what has happened on their patch. Senior officers examine the number of crimes committed in each precinct, the number of summonses issued for minor offences, the number of civilian complaints received, the hours of overtime worked, response times and other management indicators.

"If the figures are good, we pat them on the back and tell them they are doing a great job," Mr Saffir says. "But if crime is going up, if they have a spike in crime, we tell them to come up with a strategy to reduce it by the next meeting. If they need help, they have to ask us for it, and we give them additional resources."

"What we are really doing," he adds, "is applying

From mean streets to safer streets



Source: Datastream

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL
We are keen to encourage letters from readers around the world. Letters may be faxed to +44 171 673 5333 (please set fax to 'line'), e-mail: letters.editor@ft.com. Published letters are also available on the FT web site: http://www.ft.com. Translations may be available for letters written in the main international languages.

Claim of aircraft subsidy race is untenable

From Mr Ronald B. Woodard
Sir, Your editorial comment about the merger between Boeing and McDonnell Douglas ("Boeing, Boeing", December 17), raises the spectre of "the risk of a ruinous international subsidy race", but overlooks several fundamental facts:

- If "commercial aircraft programmes have long benefited from defence spending" and are "cross-subsidised" by government business, why doesn't the commercial aircraft business more clearly reflect the alleged connection between government business and commercial success?
- Strong defence contractors such as Lockheed have faded from the commercial realm, and Boeing, with only about

25 per cent government business, is the world's leading commercial aircraft manufacturer.

- Three Airbus partners - British Aerospace, Daimler-Benz Aerospace, and Aerospatiale - remain among the top five European defence contractors. Are cross-subsidies an issue there?
- Neither Boeing nor McDonnell Douglas have ever received any direct government support to design and build competitive commercial airplanes.
- The government funding received for the SST was under a development contract and the airplane was never built and did not affect the competitive airplane market.
- In the past 10 years there has probably been as much technology transfer from the

commercial realm to the military side as in the opposite direction. This would tend to negate the advantage of "defrayed research and development costs" cited in the editorial comment.

- The editorial states that the "EU should urge the United States to quickly resume negotiating" for rules on government funding.
- But these rules already exist, negotiated in 1983 and supplemented in 1993 by the WTO subsidies agreement. The industry is hardly a lawless jungle, and it was the Europeans who wouldn't agree to subsidy levels below the agreed one-third.
- Your editorial opened with the observation that "the merger is simply the latest result of pressures for consolidation of aerospace

businesses worldwide. As such, its logic is hard to fault."

You're right about that much - McDonnell Douglas and Boeing have complementary capabilities, and the merger is a mutually advantageous union.

The resulting aerospace operation will undoubtedly be more competitive, but your claim that this increased competitive capability might be "unfair" and cause a "ruinous international subsidy race" is untenable.

Ronald B. Woodard
President
Boeing Commercial Airplane Group
PO Box 3707
MS 75-01
Seattle, WA
98124-2207
USA

A greater threat to society

From Mr J.C. O'Connor
Sir, Peter Aspdien suggests that we treat our headline writers kindly, they being the myth-makers of our age ("An age for the 'even wilder'", December 14/15). Considering that not all their readers are as discerning as Mr Aspdien, and that their efforts contribute to an adverse evolutionary pressure on behaviour in our society, might it not be more appropriate if they were selectively celled - metaphorically, I hasten to add?

These spongy-headed humans who know not the power they possess are likely to be much more of a threat to the fabric of society than the BSE cattle that they headline!

J.C. O'Connor,
19 Widdicombe Avenue,
Lower Parkstone,
Poole, Dorset, UK

Britons being kept in the dark over the advantages of Emu

From Mr Friedrich R. Blase
Sir, Richard Layard's concluding remark: "If the UK cares about jobs, it must take a lead in Europe rather than arguing endlessly at the back of the class" ("False fears about Emu", December 18) sends shivers down my spine as we approach the year of the general election in the UK.

Undoubtedly Layard's convincing argument for the euro could win increasing support for the European currency across all sections of society if it were only to be read and heard by many more.

Instead, the British public is kept in a demoralising state of misinformation. It is the enlightening comparisons to the US system which remove much of the fears that are raised about the euro. Those who rightly believe in the advantages and opportunities of the euro must work harder than ever

to spread the word in the UK.

Considering the forthcoming general election, this duty gains considerably in importance. Europe will be an issue which all three leading parties will focus on. However, the Tories fail to position themselves, since, if they did, it would be the end of party unity.

Labour is more concerned to put across a trustworthy picture of its leader, a daunting task which will rob their energy to tackle a fragile and awkward issue like Europe. The Liberal Democrats, for years the only real and consistently pro-European political faction, lack the strength needed to bring about real change in the public's view of Europe.

Those who believe in political and economic integration in Europe as the necessary and inevitable step for sustainable prosperity face a great challenge.

The task is to inform the British public objectively about the implications of the euro and further co-operation in the EU. The goal is a well-informed electorate which knows the consequences of its choice. Layard says: "If the UK cares about jobs, it must take a lead in Europe." With the Tories unwilling and Labour unable to take a lead in Europe, there is only one choice left for the pro-Europeans.

If we miss the chance in 1997 to bring about the necessary change in Westminster, it will be the final nail in the coffin for Britain's ambitions in Europe.

With that in mind I wish you and your readers a happy and successful new year.

Friedrich R. Blase
Kapuznerstrasse 11,
D-48149 Münster,
Germany

FINANCIAL TIMES TUESDAY AUGUST 13 1996 **

NatWest takes the lead in corporate banking

By George Graham, Banking Correspondent

National Westminster Bank has overtaken Barclays to gain the biggest share of the UK corporate banking market, according to a review by Chartered Banker, the magazine of the Chartered Institute of Bankers.

Lord Alexander, chairman of NatWest, said his bank had been focusing on the corporate market. "It's obviously good news because there is no question of our buying market share by relaxing lending standards," he said.

In a more detailed survey of the 500 largest companies, Chartered Banker found that NatWest was rated by finance directors as the best bank for short and medium-term loans, treasury management, leasing, foreign exchange and international trade finance.

Enough said.

Why comment further when the FT article has said it all? To find out how we can help you make a success of your business, call George Farrow, Senior Executive, on 0171 434 2560 and he'll arrange for a NatWest Corporate Manager to contact you.

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Tequila sunrise

Richard Lapper on some of the more bizarre assets used to back bond issues

SOME DAY SON ALL THIS WILL BE YOURS TO SECURITISE

Jose Cuervos, the Mexican tequila company, for example, has been able to reduce its funding costs by about four percentage points a year, according to Mr Sergio Guillen, the company's planning director. The company had previously been mainly dependent on short-term bank finance.

Moreover, by securitising its export earnings the company was able to borrow at a cheaper rate than the Mexican government, something which has traditionally been difficult for borrowers from the emerging markets. "It has worked for us," according to Mr Guillen, who says the money has been used to develop the company's factories and reduce other debts.

In Europe, public bodies in several EU countries - including Finland, Ireland and the Netherlands - have sold off mortgage books, reducing public debt to qualify for membership of the European single currency.

"You are going to see it throughout Europe," says Mr Hands of Nomura. "This is something more and more people will focus on."

Securitisation has played an important part in some of the year's biggest corporate restructurings, such as for GPA, the Irish aircraft leasing company, and Credit Lyonnais, the French bank. European banks, under pressure from shareholders to improve their return on capital, have also begun to securitise their loans.

"Banks are facing pressures on their capital bases and inexorably rising costs and are trying to do anything to stay competitive," says Mr Bonsall of UBS.

The growth in the market this year is encouraging bankers to expand their horizons. There is some hope, for example, that Japan's banks might use securitisation to remove some of the billions of dollars in bad debts on their books.

And at a local level, securitisation is providing limitless scope for ingenuity. Among the more bizarre proposals put to rating agencies in the past few months is one to securitise payments for plastic surgery.

"What it comes down to is if you've got a cashflow and you can measure it, you can raise funds against it," says Mr Paul Taylor, managing director at Duff & Phelps, the rating agency. "There are lots of weird ideas around."

lease payments, rental income from property and earnings from exports such as wheat, oil and international telephone calls. In the US, forestry income, revenues from feature films and the payouts from life insurance policies of terminally ill people have been converted to securities.

One deal reported to be under consideration is an issue of bonds secured against future royalties from the back catalogue of David Bowie, the British rock musician. Bankers have also examined the securitisation potential of church mortgages, exports of chicken from Thailand and even Latvia's empty beaches.

The asset-backed market came about because of the peculiarities of the US bank industry. There, many banks are prevented from operating across the country and do much of their business in particular regions.

Such regional banks are vulnerable to a downturn in the local economy: unlike banks with a national spread, they cannot set losses from that region off against profits from more prosperous areas.

In the early 1970s, mortgages were securitised to

مكتبة الامير

FINANCIAL TIMES

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Friday December 27 1996

Middle East movements

From the Middle East comes good news. Christmas has been quality negotiating time for Benjamin Netanyahu, Israeli prime minister, and Yasser Arafat, the Palestinian leader, after months of disagreement threatened the peace accords underpinning the region's future. Mr Arafat spoke confidently yesterday of a deal that could be done before year's end and Israel opened a Gaza Strip road as a conciliatory gesture.

The mood swing follows the increasing involvement of the US after an earlier series of ominous moves by Israel. Its closure of the Palestinian self-rule areas set up by the 1993 Oslo accords, by cutting off trade and travel to work inside Israel, had cut low Palestinian incomes by more than a quarter.

On December 15, Mr Netanyahu's government decided to restart subsidies and tax breaks to expand Jewish settlement in the West Bank and Gaza, in what was the most serious threat to Palestinian hopes of founding a state in this modest portion of their ancestral land.

Mr Netanyahu was elected in May at the head of a coalition of determined nationalists and fundamentalists who see all the occupied territories as part of Eretz Israel - the biblical homeland of the Jews. He defeated the Labour architects of Oslo who believe detente in the region, and Israel's security within it, require the return of Arafat land for peace.

the next few days, Mr Netanyahu will face strong criticism from his hardline partners.

The Likud premier has said that while Oslo was a mistake, he would respect it as an international agreement. But, until now, he has done nothing to implement this undertaking, and by expanding colonisation of the West Bank and planning to complete the encirclement of Arab Jerusalem with a wall of Jewish settlements, he had compromised future negotiations.

Easing the danger

His summit on Tuesday with Mr Arafat, their first in three months, and the subsequent negotiations on self-rule in Hebron should ease the immediate danger of the West Bank exploding in violence. The US, as principal guarantor of the peace process, had recognised that danger and President Bill Clinton has been consulting with his Middle East envoy on the steps forward apparently taken this week.

Last week three former US secretaries of state and five former national security advisers wrote to Mr Netanyahu to tell him that expanding the settlements would kill the peace. Mr James Baker, who opened the peace process in Madrid five years ago, said "we have gone from calling the settlements illegal in the Carter administration, to calling them obstacles to peace in the Reagan and Bush administrations, and now we are saying they are complicating and troubling".

Oslo undertakings

The subsequent freezing of the Oslo process by September led to fierce fighting between Israeli troops and Palestinian Authority security forces across the West Bank and Gaza. US-sponsored talks since then have centred on Israel's Oslo undertaking to withdraw from most of the West Bank town of Hebron, where 400 extremist settlers live in a fortified enclave surrounded by 130,000 Palestinians.

There is now progress in these talks, with Israel apparently prepared to withdraw troops from most of Hebron. But, if agreement is reached in

Mr Netanyahu appears to have taken notice of at least some of the clearly worded US message. The future of peace in the Middle East and of security for Israel depend on how far he is prepared to walk with Mr Arafat in the coming year.

After a stubborn start as prime minister that irritated allies and provoked the Palestinians, Mr Netanyahu still has an opportunity to take the lead in the peace process. His heart may never be at ease with the accords, but his head should tell him that events this week have brought more than seasonal cheer to a troubled region.

Avoiding the damage

The crisis at Berwick Brothers merchant bank, now close to its climax in the FT's Christmas thriller *Collateral Damage*, is no more far-fetched than most of the upsets that have hit financial markets in recent years. Indeed, because it involves no new wrinkles on age-old patterns of greed, wishful thinking and complacency, it is arguably less implausible than some real-life scandals.

Peter Tasker's aim in writing his thriller was primarily to entertain. But the case also illustrates one of the pervasive themes in financial markets in recent years.

This is the increasing integration of markets, across barriers of geography and type. Big market moves have always spilled over from one country to another, and from one type of security to the next. But in other respects, individual markets managed until recently to retain local peculiarities. These permitted a degree of manipulation by those operators with the muscle to achieve it.

The Tokyo equity market was a notorious minefield for foreign participants. Similarly, metals markets, with their own complex terminologies and conventions, were the preserve of specialised traders whom few outsiders could hope to best.

ultimately intolerable pressure.

What lessons should investors and regulators draw from such developments? First, some causes for concern. Market imperfections are not the only things that can be exploited across borders: regulatory weaknesses can also be a source of damaging arbitrage. This means that a feeble set of rules or an inadequately resourced team of supervisors can have an impact well beyond the individual market concerned.

Market integration

Second, market integration brings into question the long-standing assumption that professional markets can easily be distinguished from those intended for retail participants. Because virtually any form of security can now be repackaged for sale to individual investors, widows and orphans can find themselves exposed to risks that the most seasoned professionals would blanch at.

But the third lesson is a hopeful one: integration smoothes the operation of market forces, allowing balance to be restored more rapidly than before. Even if all the traditional traders of, say, an individual commodity are brainwashed or intimidated into seeing the market one way, outside speculators now act as a countervailing force. This means that market-distorting positions are more easily exposed, exploited and resolved.

We shall have to wait until tomorrow to see how the issues are resolved in *Collateral Damage*. This being fiction, however, there is a good chance that virtue will triumph. If the real world were so neat, Deutsche Bank and Goldman Sachs would outbid each other every year for the services of the world's top theology graduates.

Nonetheless, the integration of markets introduces salutary downside risk to market practices that would otherwise go unpunished. After all, as Confucius would say if he were alive and working as a bond-market strategist: "The Enlightened One realises that he is master of all but the market."

Lucrative arbitrage

But market anomalies exist only until they are competed away. And the past decade has shown how cross-market arbitrage destroys costly accepted patterns of manipulation. The American investment banks found a way of exploiting the structural inadequacies of the Tokyo stock market by dealing in stock-index futures. So lucrative was this form of arbitrage that no-one blinked when Nick Leeson seemed to have found Berings its own niche in the same business.

More recently, the big hedge funds exploited the clear evidence of over-valuation in copper, putting some long-standing informal arrangements to smooth the metal's price fluctuations under

هكذا هو الحال

It's the revenues, stupid

Peter Martin's Third Millennium Management theory is the most important innovation in business thinking - until the next one

This modest essay introduces the most important innovation in management thinking since money supplanted barter. Third Millennium Management replaces at a stroke all previous strategies. It is concise, effective and cheap. In short, it is the managerial equivalent of penicillin.

Third Millennium Management starts from the basic truth that all other formal management theories are founded on the manipulation of costs. Frederick Winslow Taylor's detailed time-and-motion studies, W. Edwards Deming's total quality control, the Boston Consulting Group's experience curve, and the re-engineering craze - all these theories, influential in their day, have had cost at their heart.

Even the strategy consultants, though ostensibly peddling a doctrine grander than mere bean-counting, have given cost a central role. It is cost-effectiveness - sometimes dressed up as synergy, economies of scale or core competences - which determines where and how a company is best placed to expand its activities.

Yet cost-based theories are fundamentally flawed. The half of the business equation they neglect - revenues - contains almost all the information that really matters. Costs are essentially static, since they encapsulate the past history of the company. Revenues are dynamic, reflecting the ebb and flow of economic activity, customer preference and pricing signals. Focusing on costs belittles revenues, cutting managers off from their single most valuable source of information.

It is sometimes said, disparagingly, of a manager that he or she is not "bottom-line oriented" - cares too much, in other words, for revenues and not enough for profits. Yet in any honestly run business, revenues are an unambiguous yardstick of performance. Profits are much more subject to the vagaries of accounting.

In the real world, of course, successful managers do focus on revenues. But to do so, they must set aside much that management theory has been teaching them for a century or more.

Many good managers are aware of this tension. Guiltily, they ignore what they have been expensively taught by academics and consultants. Instead, they press ahead with the strategy which they know makes sense in practice.

Third Millennium Management solves this problem at a stroke. By placing revenues at the heart of strategy, it brings what managers think into line with what they do.

And it is a management theory for the new millennium not merely because it avoids the errors of the past. The strategy also reflects the profound changes in economic structure that lie beyond 2000.

The new era is one in which truly variable costs will tend to zero, completely swamped by fixed or semi-fixed costs. The manufacturing element of a product or service becomes relentlessly cheaper, the design, branding or support elements become irresistibly more expensive.

Accounting tools designed to cope with a world of variable costs cannot easily grapple with



this new state-of-affairs; the proposed technical solutions, such as activity-based costing, are inadequate.

If costs are fixed, then revenues are all-important. Guestimating revenues becomes the central task of the company. Controlling costs becomes a second-order task, essential but unglamorous, on a par with supervising the office cleaning.

This is the central principle of the new theory. It is at once as old as the first flour-mill, and as new as the latest chip foundry. The essence of Third Millennium Economics is this: look after the pounds and the pennies will look after themselves.

No respectable management theory can be summed up so baldly, of course. So Third Millennium Management also has a full complement of laws, paradigms, success factors and mistakes to avoid at all costs.

The first law of Third Millennium Management is that business genius lies in *imagining* revenues that do not yet exist. When Sony's Akio Morita dreamed up the Walkman, he wasn't just imagining a product, he was imagining a stream of revenues for which there was no existing evidence. *Imagining* those revenues was at least as important as designing the product that would generate them.

In some respects, imagining a revenue stream requires greater mental originality - and certainly greater bravery - than

inventing a product. A prototype has a physical existence that offers immediate reassurance; but until the product has been on the market for a while, there can be no such confidence about sales. And colleagues who would not dream of denigrating the technical aspects of a new product will not hesitate to criticise its business prospects.

The second law of the new theory is that every company will soon find itself in a "hits" business. Such businesses - films, TV shows, records, books - were once a class apart. Cushioned by predictable sales, other managers found the wild swings of hits businesses frightening and alien.

Now, in industry after industry, you are only as good as your latest product. Each new launch, from software to industrial ceramics, could be a wild success or a complete failure. Winner takes all.

The leader benefits from self-reinforcing brand advantages in a world in which "mental shelf space" among consumers and distributors is the most valuable real estate. With products increasingly sold as part of complex systems, a leader is able to set *de facto* standards, greatly reinforcing the advantages of a successful product - until the next hit or flop comes along.

Managing a hits business requires different skills from managing the profits of an estab-

lished stable of products. Most of all, as Third Millennium Management would suggest, it requires a nose for revenues.

The third law is that your core business is what you make it. Yes, focused companies generally (though not invariably) do better than unfocused ones. Yes, understanding a sector deeply can help you imagine the next big stream of revenues (though it can also make you a prisoner of the present). But in the Third Millennium world, two well-managed rivals can have quite different degrees of vertical and horizontal integration, insourcing and outsourcing, diversification and focus - and neither of them need be right or wrong.

The key is not some schematic, ultimately cost-driven, analysis of where your company's past or present strengths lie. Those will be irrelevant tomorrow. What counts is where you can derive substantial new revenues in the future, with the emphasis on the words "substantial", "new" and "future". Whatever allows you to do that effectively is your core business, regardless of the diagrams in last year's strategy document.

So much for general principles. Third Millennium Management also offers some practical rules of thumb. For example: spend twice as much time thinking about revenues as you do about costs. Managers devote weeks or months to poring over every aspect of the familiar, soothing

cost structure, while plucking a revenue estimate out of the air, or out of the first market research study that comes to hand.

The temptation is an obvious one: the costs appear real, firm, something you can get your teeth into. If you try hard enough, you can probably estimate them properly. Future revenues, by contrast, are evanescent, elusive, prone to error, above all outside your control. No amount of analysis can make revenue forecasts pinpoint accurate; but time and energy devoted to thinking about them can, at least cast a stronger light on the risks.

Here is a second rule of thumb: tailor your costs to the imagined revenues, not the other way round. Too many business people simply want to achieve sales that will justify their existing cost structures and way of life. Reality may require greater ambitions - or greater parsimony.

A third rule of thumb is more challenging still: set a notional price for your product or service that reflects its worth - then halve it before you launch. After six months, halve it again. Avoid the common European temptation of going for margin, rather than market share. Remember, revenues are what count.

Well, there you have it: an outline of a new management theory that is at least as plausible as most others peddled from the bookshelves. What is there about management that makes intelligent, active participants so willing to place their faith in nostrums of - to put it politely - uncertain validity?

The state of management theory seems, to this consumer anyway, to bear a striking resemblance to the pre-scientific era. Classical and medieval natural philosophers devoted huge efforts to classification and taxonomy, in an attempt to make sense of the puzzling world around them. They could not, in an era before precision measurement, use the experimental method.

Management theorists are similarly deprived of experimental possibilities, and they lack the data required for the techniques of the social sciences. Not surprisingly, like their pre-scientific predecessors, they fall back on endlessly elaborated description.

Similarly, the period that immediately preceded the Newtonian revolution brought plausible - but as it happens entirely bogus - theories such as humours or astrology to a pitch of great sophistication, in an attempt to analyse personality and health. Some of the greatest scientific mindsets of the period placed evidence in theories now utterly rejected.

Study of such theories was not valueless, however: it provided a systematic structure for the discussion of issues that hitherto had seemed too inchoate to grasp. Possibly such frameworks of analysis provided insights which would not otherwise have occurred. That may be the role that management theory plays today. After all, didn't some aspects of Third Millennium Management strike a sympathetic chord?

Third Millennium Management: Update Your Profits and Downsize Your Risks (502pp, \$39.95, Bathos Press, New York and London, forthcoming)

Motor of the American dream

Rail travel, high-street shopping and air quality are just three of the sacrifices made to the motor car in the 100 years since the pioneering days of Gottlieb Daimler and Karl Benz.

Arguably, the losses have been greatest in the US, where mass production was spawned and ownership at more than 1.75 vehicles per household is the highest among the leading industrial economies. Just as the six-shooter became a symbol for the new nation in the last century, so the motor vehicle has turned into an icon for America in the past 100 years.

In the 19th century, the revolver was an emblem of personal independence and the instrument by which the US was forged coast to coast. In the 20th century, the automobile has given Americans independence in the form of enhanced mobility, and physically connects a sprawling nation. For many, there is probably no better indicator of "the American way of life".

The US industry was born in 1898, when Frank and Charles Duryea, two brothers from Springfield, Illinois, built 13 similar cars from the same design. They were followed by other entrepreneurs - Henry Ford, David Buick and Ransom Olds. Vehicle registrations rose

nearly 10-fold in the first five years of the century, from 5,000 in 1900 to 77,400 by 1905. The total jumped almost sixfold again in the following five years.

By 1915, there were 2.5m vehicles on US roads and by 1920, it had reached 8.2m. America's millionth new car changed hands in 1912, the 10 millionth in 1920 and the 25 millionth just five years later.

It was Ford who pioneered the mass production techniques which made this growth possible. He brought the price of a Model T down from \$950 in 1908 to \$290 in 1927, opening the way to mass car ownership.

Growth declined during the great depression of the 1930s. And production for the commercial market ground almost to a halt during the second world war when car plants were converted to military use.

But after 1945, production soared again, fanned by the economic recovery and buoyant consumer spending. Annual output shot up to 6.7m units in 1950 and 7.9m five years later.

"The 1950s and 1960s were the golden years for the motor industry," says Mr Boh Stockton, public affairs director of the Automobile Hall of Fame in Detroit. Flowing lines, massive V8 engines and abundant chrome were the *leitmotifs* of carefree consumption, relatively low prices and cheap and abundant gasoline.

It was the peak period for creating the network of multi-lane interstate highways which remain America's economic arteries. The amount of federal, state and locally controlled surfaced road rose by almost 50 per cent between 1949 and 1995 to more than 2m miles. The percentage of surfaced, against dirt, road rose even faster, from 51.9 per cent to 75.2 per cent over the same period.

This was also the era that saw the rise of suburbia and the development of out-of-town shopping malls. "The growth in commuting was stimulated by the car. But people's decision to move out of the city also boosted car ownership," Mr Stockton argues.

These trends ensured car production continued to grow into the early 1970s. Domestic output peaked at 9.7m units in 1973, just ahead of the previous record of 9.3m in 1965.

But the fat years for the "Big Three" domestic carmakers - General Motors, Ford and Chrysler - were already ending. Rising fuel costs after the oil producers cut supplies and sent prices soaring in 1973 led to a downturn in output in the mid-1970s. Safety concerns blighted the sale of new cars after Ralph Nader's successful consumer crusade.

Imports began to nudge the traditional American saloons off the highways. From objects of derision, small imported Japanese cars became almost chic as petrol

became more expensive. When protectionism looked likely to hit imports, foreign carmakers opened plants in the US - the first by Honda in 1983.

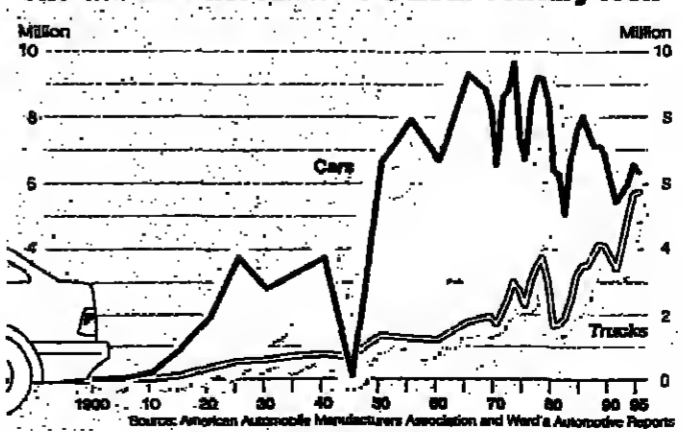
The rise in environmental concerns triggered by pollution from exhaust emissions and made visible in the heavy black clouds of smog over many US cities contributed further to the growing distaste for traditional "gas-guzzlers".

From the 1980s, the car production figures stop telling the whole story. The headline totals fail to distinguish between falling output at the "Big Three" and the rising impact of the "transplant" factories set up by foreign manufacturers.

More reassuring for domestic manufacturers, the passenger car figures also mask the growth in popularity of "recreational vehicles", such as pick-up trucks and sports utilities - both officially classed as trucks.

While car output has stagnated, truck production has accelerated in recent years. In 1985, the total reached 5.6m units. Many were hardy pick-ups, such as Ford's best-selling F Series, or all-terrain four-wheel-drive sports utilities. As the 20th century draws to a close, it appears to be these rugged vehicles that now reflect the independence and self-reliance many Americans still aspire to.

The automobile: America's 20th century icon



Haig Simonian

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FINANCIAL TIMES

Friday December 27 1996

brother PRINTERS FAX MACHINES

30,000 gather for rally against Milosevic Serbian riot police halt protest marches

By Paul Wood in Belgrade

Serbian riot police yesterday prevented opposition protesters from marching through the centre of Belgrade following warnings that the "obstruction of normal traffic" by demonstrators would no longer be tolerated.

At least 58 people were injured on Tuesday in fighting between police and rival marchers when Mr Milosevic called for a counter-rally outside the Zajedno offices. One man later died in hospital.

The riot police blocked the way. They denied that the failure to march yesterday was a defeat. Mr Zoran Djindjic, an opposition coalition leader, told demonstrators: "We will always manage to last one day longer than Milosevic."

Palestine and Israel hopeful on deal over Hebron

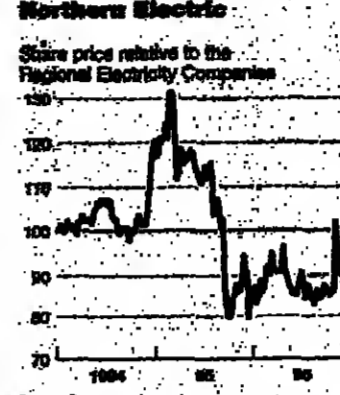
By Avi Mechlin in Jerusalem

Israelis and Palestinians were yesterday optimistic about clinching an agreement next week on control of most of the Israeli-occupied West Bank town of Hebron being handed over to the Palestinians.

THE LEX COLUMN

Lego logic

The latest idea doing the rounds - that state-owned Aérospatiale, together with its prospective merger partner Dassault, might bid for Thomson-CSF - stretches credibility. Even assuming Aérospatiale could find the necessary cash, selling Thomson to a government-controlled company would hardly be a privatisation.



Ebitda: earnings before interest, tax, depreciation and amortisation. Ebitda has caught on as a valuation tool, especially for judging the relative attractiveness of companies in the same industry across borders.

for this purpose, the best measure is operating free cash flow: operating cash flow minus capex and tax (but before interest). Discounting such cash flows by a company's cost of capital will give its enterprise value - from which net debt needs to be deducted to calculate the value of its equity.

Telefónica expansion disrupted

Continued from Page 1

A Tisa-led consortium last week won a tender for a 35 cent stake in the regional Brazilian operator Companhia Brasileira de Telecomunicações for about \$660m, but the purchase has been temporarily blocked because of a legal action in the state of Rio Grande do Sul.

China now the eighth largest source of capital

By Tony Walker in Beijing

China has emerged as the world's eighth largest provider of capital, committing about \$18bn in officially approved direct and portfolio investment abroad between 1989-1995, according to a study.

Not all of the outflow of long-term capital is approved by the government," he says. "Much takes the form of illegal transfers abroad. This is reflected in the large 'errors and omissions' item in the balance of payments which increased from \$330m in 1989 to \$17.8bn in 1995.

Budget fears hit Tokyo markets

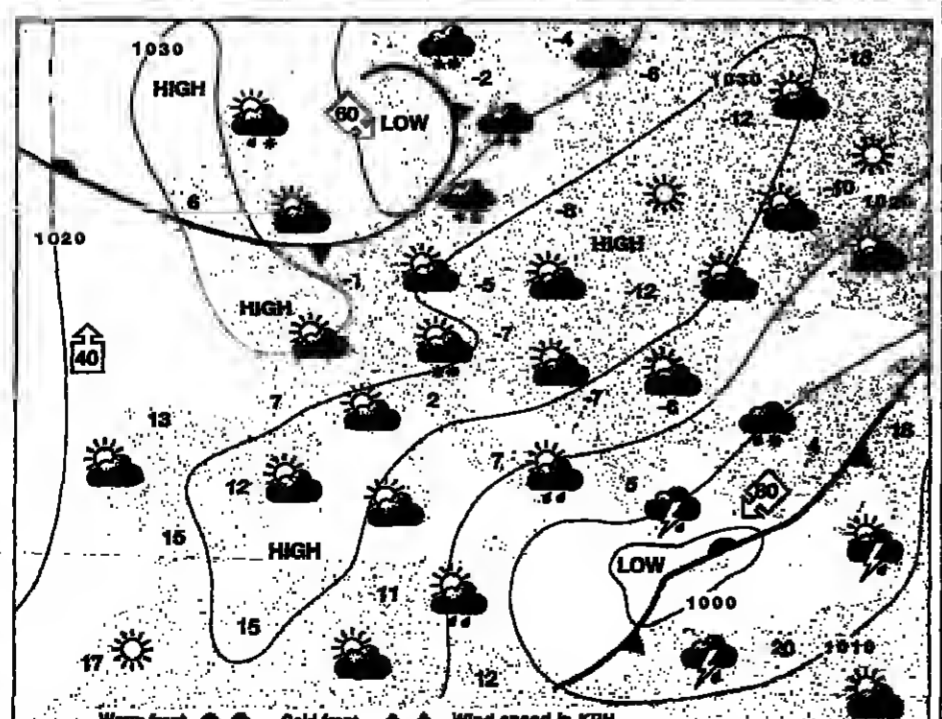
Continued from Page 1

Income tax cut, and a 0.1 per cent decline in central government public spending. "People in the market feel this fiscal tightening is dangerous," said Mr Jason James at James Capel Japan.

FT WEATHER GUIDE

Europe today

Most of western Europe will be mainly dry with sunny periods. The Netherlands and northern Germany will have snow as a disturbance approaches from the North Sea.



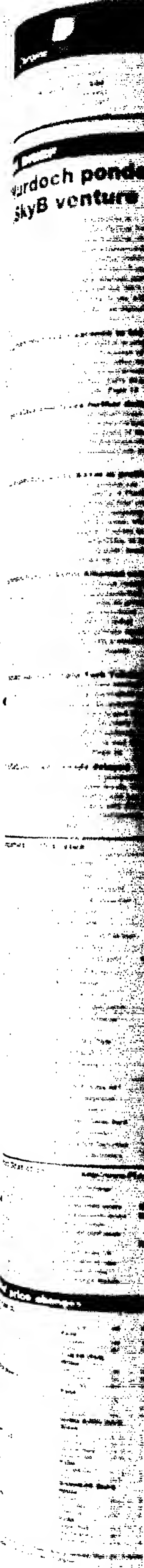
Five-day forecast

North-west Europe will continue wintry for the next few days as disturbances draw cold air and snow into the area. High pressure will keep eastern Europe mainly dry.

TODAY'S TEMPERATURES

Table listing temperatures for various cities including Abu Dhabi, Accra, Algiers, Amsterdam, Athens, Atlanta, B. Area, B. Ham, Bangkok, Barcelona, Cascais, Cardiff, Copenhagen, Chicago, Cologne, Dallas, Delhi, Dubai, Dublin, Edinburgh, Faro, Frankfurt, Geneva, Gibraltar, Glasgow, Hamburg, Helsinki, Hong Kong, Honolulu, Istanbul, Jakarta, Jersey, Karachi, Kuwait, L. Angeles, Las Palmas, Lima, Lisbon, London, Luxembourg, Lyon, Madeira, Madrid, Manila, Mexico City, Miami, Milan, Montreal, Moscow, Munich, Nairobi, Naples, Nassau, New York, Nice, Ottawa, Paris, Perth, Prague, Ramonon, Reykjavik, Rome, S. France, Singapore, Stockholm, Strasbourg, Sydney, Taipei, Tel Aviv, Tokyo, Toronto, Vancouver, Venice, Vienna, Warsaw, Washington, Wellington, Winnipeg, Zurich.

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MoDo PULP, PAPER & PAPERBOARD

IN BRIEF Murdoch ponders ASkyB venture

Rupert Murdoch's News Corporation is considering launching a public offering for 30 per cent of American Sky Broadcasting, the \$1bn digital satellite television venture scheduled for launch next year.

Wiseam receives clearance to bid Robert Wiseam Dairies of Scotland is preparing to enter talks on a possible takeover of Scottish Pride Holdings, its main rival, after securing a qualified go-ahead from the government.

Banerj state sale faces further delay The privatisation of Brazil's troubled state banking sector failed to get off the ground when the sale of Banerj, controlled by the state of Rio de Janeiro and Brazil's second-largest state-owned bank, was postponed for the second time in nine days.

Seat expecting up to \$31m in profits Seat, the Volkswagen group's Spanish car-maker, expects to show a net profit of Ptas3bn.4bn (\$23m-\$31m) this year following four consecutive years of losses, according to outgoing chairman Mr Juan Lorens.

Euromerchant in \$10m Albanian venture Euromerchant Bank, the Greek bank controlled by the Latsis shipping group, has launched a \$10m venture capital fund to invest in private companies in Albania.

Goldman Sachs to help Turk Telekom Turkey has appointed a consortium headed by Goldman Sachs to advise it on the stalled sale of Turk Telekom, the lynchpin of the government's privatisation programme.

US inflation-linked bonds delayed The US Treasury Department has postponed the launch of its first inflation-linked bonds, which had been expected in mid-January, and has yet to set a new date.

Companies in this issue table with columns for company name and page number.

Market Statistics table with columns for market type and value.

Chief price changes table with columns for company name and price change.

Yamaichi in \$1.3bn bail-out of affiliate

By William Dawkins in Tokyo

Yamaichi Securities, the weakest of Japan's big four stockbrokers, is to inject Y150bn (\$1.3bn) into its struggling non-bank affiliate, Yamaichi Finance, to write off bad property-related loans.

Traders said the Yamaichi write-off and the voluntary collapse of an unrelated non-bank lender had contributed to a

Broker follows rivals in rescuing a non-bank lender

sharp fall in Tokyo share prices over the Christmas period - as a remainder of the unresolved problems in Japan's financial system.

Nomura Securities, the leading broker, abandoned the wait-and-see strategy in September by announcing a Y371bn bail-out for its non-

bank unit, Nomura Finance. Daiwa Securities followed last month with a Y120bn injection for Daiwa Finance.

net profit in the 12 months to last March.

Yamaichi is leaving unchanged its forecasts of operating profits for the current year. It projects a 26 per cent rise in recurring profit - before tax and extraordinary items - to Y19bn on revenues up 2.6 per cent to Y230bn.

Separately, the Tokyo based non-bank lender Koel Corporation, with debts of Y260bn, announced it would file for voluntary liquidation on March 31. It took the decision

after obtaining the consent of its main bank, Industrial Bank of Japan, which has Y61.2bn in outstanding loans to Koel.

This is the latest example of a new trend in which leading banks are prepared to let non-banks connected to them go into liquidation rather than continue to prop them up as stockbrokers have been doing.

Northern minority investors may spurn bid winner

By Simon Holboron and William Lewis

Leading minority shareholders in Northern Electric have not yet decided whether to accept the successful \$782m takeover bid for the north-east of England electricity company from CalEnergy of the US.

The US independent power producer said on Tuesday that it owned or had received acceptances for 50.3 per cent of Northern's shares.

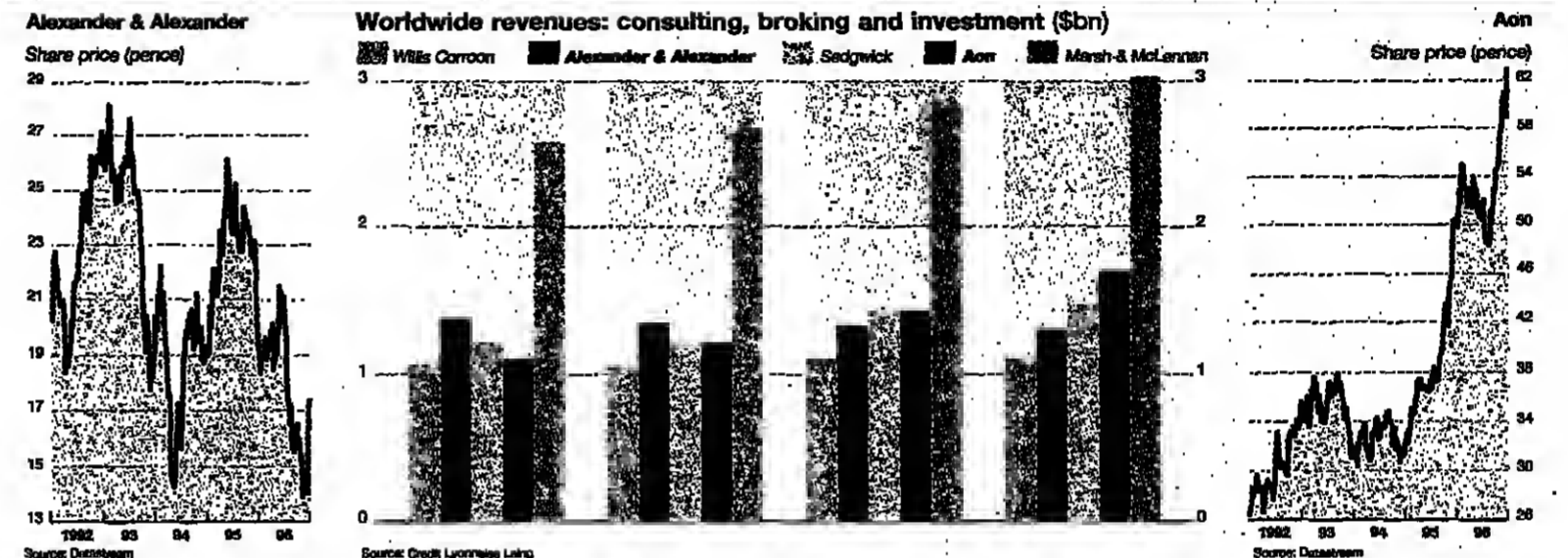
There is a strong argument that, in a heavily regulated business like Northern's, our position will be protected because CalEnergy will take value out by paying dividends," one said.

The panel decided to extend the bid because Barclays de Zoete Wedd, an adviser to Northern, failed to tell a panel inquiry last week the full extent of the fees it would earn.

This was a reference to the panel's ruling against BZW and the fact that at the close of the original bid timetable last Friday CalEnergy had received acceptances for only 49.77 per cent of Northern's shares.

In the dying hours of the bid, Prudential lobbied institutions that had accepted CalEnergy's offer, and succeeded in persuading holders of nearly 1m shares to sell them for 65p, the price CalEnergy was prepared to pay.

Insurance brokering: how the leaders compare



Insurance brokers set for shake-up

Aon's merger with a US rival heralds big changes across the sector

US insurance broker Aon's \$1.23bn agreed bid for rival Alexander and Alexander will shake to the core an industry where profitability is marginal and growth elusive.

The case for consolidation among insurance brokers is persuasive. Rates have tumbled in recent years and a trend among larger clients to demand risk management advice from a broker rather than just insurance has led to higher spending on information technology and staff.

The merged group will push Marsh & McLennan, the world's biggest broker in revenue terms, into second place. It will achieve significant cost savings in both the US and London insurance markets, where there is considerable overlap between the two.

Elf Atochem buys Laporte adhesives

By Jenny Luesby

Laporte, the UK speciality chemicals company, has sold its European adhesives business to Elf Atochem, subsidiary of the French oil producer Elf Aquitaine, for about \$100m (\$157m).

The deal, announced yesterday in Paris by Elf Atochem, comes as part of a radical reshaping of Laporte under Mr Jim Leng, who took over as chief executive just over a year ago.

Mr Leng had put up for sale the adhesives and coatings division, accounting for nearly one quarter of group turnover of \$1.02bn. Yesterday's deal shows that Laporte has decided on piecemeal disposals, rather than a sale to a single buyer.

Still to be sold are Laporte's US adhesives business and its timber treatment business, accounting for sales of \$150m.

per cent of its income from the US and may have been considering a merger with at least one of the two.

Alexander and Alexander was viewed as vulnerable to a bid, third-quarter profits from the world's fourth biggest broker were disappointing and the share price had been falling.

Whether this marks the end of Aon's acquisition spree is unclear. Analysts argue that what the group gained from selling the life companies has been spent on the brokers, so another big purchase is unlikely.

Some estimate costs worldwide could be trimmed by about 10 per cent. In the UK, back-office operations and computer systems could be integrated and some of its eight London properties sold.

the biggest broker in the sector, we're not obsessed, with being the largest," says Mr Ron Forrest, the chairman and chief executive of Aon Risk Services Companies and former chief executive of Balm Hogg.

"The strategic objective is to get a critical mass to enable us to serve our clients. We're aiming to integrate our operations to have the critical mass and reduce the cost base to our clients and offer the widest range of services," says Mr Forrest, who retains his role as head of UK retail broking.

Speculation about the sector's next merger has focused on Marsh & McLennan and Sedgwick.

The US group does not have the business mix of a pure insurance broker, earning almost half its \$3.8bn 1995 revenue from consulting and investment management. It prefers organic growth and wants to expand consultancy overseas.

As for Sedgwick, market rumours over the past few weeks have linked it with both Marsh & McLennan and Willis Corroon.

Merry Christmas Happy New Year to our Partners

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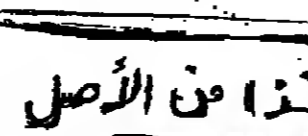
Willis Corroon, for its part, indicated in August that any consolidation among the global brokers would lead it to reassess its position. But for now it maintains that it is not convinced by the arguments for large-scale mergers.

Its recent review came out in favour of making small, targeted acquisitions. Analysts suggest one reason for this may be that the insurance broking merger which created Willis Corroon a few years ago did not achieve all its goals.

Poor results during 1994 may have in part precipitated the review.

Christopher Adams

Lex, Page 12; Cock-up theory, Page 14



COMPANIES AND FINANCE

Wiseman receives clearance to bid

By Clay Harris

Robert Wiseman Dairies is preparing to enter talks on a possible takeover of Scottish Pride Holdings...

Office of Fair Trading about prices and acquisitions. Wiseman said on December 24 that it could live within the conditions laid down by Mr Lang...

a takeover be blocked, because it did not believe Scottish Pride could continue as an independent company. It considered the chances of Scottish Pride finding an alternative buyer for its fresh processed milk business remote.

cheese and butter businesses to Scottish Milk, its main milk supplier. Wiseman told the MMC it was interested in Scottish Pride whether or not this went ahead.

needed to determine that its market position was not being abused; and undertake not to buy any other supplier of fresh processed milk in Scotland without the OFT's prior consent.

Fairey raises its offer for Burnfield

By David Blackwell

Fairey Group, the specialist engineer, has raised its offer for Burnfield, the measuring instruments manufacturer...

NEWS DIGEST

Rank buys Hard Rock Canada

Rank Organisation, which in June paid £270m cash for most of the Hard Rock Cafés outside the UK that it did not control, has now bought the Canadian outlets for \$61m (£36.5m).

Bunzl in £62m disposals

Bunzl, the paper and packaging group, has agreed to sell its German and Italian fine paper businesses to KNP BT, the Dutch paper, packaging and distribution group...

BAT dismissed from US suit

A second US court has dismissed BAT Industries from a smoking-related lawsuit against its Brown & Williamson Tobacco subsidiary, further easing fears that the UK group may have to pay large sums in compensation to people who fell ill after smoking cigarettes.

British Borneo takes on wells

British Borneo Petroleum, the exploration and production company, has taken up the rights to one of Shell's deep water fields in the Gulf of Mexico. It will operate the three known wells in the Leo field if they are found to be viable.

Argent buys stores for £32m

Argent, a property company, has bought seven stores from Littlewoods, the retailer, for £32m. They will be leased back to Littlewoods for 25 years at an aggregate initial rent of £2.46m.

Lilleshall sells Vanplas unit

Lilleshall, the building products, plastics, engineering and industrial group, is selling its Vanplas arm for £3.15m to Feneseal, a division of Laird.

Takeover conduct leads to cock-up theory

The extraordinary climax to the takeover battle for Northern Electric put the spotlight on several of London's most powerful institutions.

Jane Martinson and William Lewis find the City bewildered by Northern Electric's failed defence

glory. BZW's reputation will have suffered most. You're only as good as your last deal is the saying in this business.

what we believed was best for our clients." On December 24 several of Northern's shareholders criticised BZW's role. "If they had not screwed it up last week, Northern would have won," said one institutional investor.

until four hours of frantic trading on the morning of December 24, when Casenove purchased some 900,000 Northern shares at 650p each for the Pru, taking the latter's stake to more than 12 per cent. Fund managers at the Pru believed CalEnergy's offer undervalued Northern.

attention as he had been involved in arranging the £250,000 discretionary fee. The fee had been proposed by BZW at the beginning of the CalEnergy bid as a way of rewarding its performance.

A spokesman for BZW said: "We believed at the meeting of the panel on Wednesday that we had dealt fully with the obvious issues of concern, which were linkage of our fee arrangement to success of the bid and to the purchase of shares, and we provided categorical assurance that no such linkage existed."

A competitor of BZW's said it should have involved its corporate finance arm more, with greater experience of panel hearings. "The trick with the panel is always to be up-front and honest and the worst thing you can do is leave the impression that you've told the truth but not the whole truth," he said.

All the main participants agree the outcome was profoundly affected by two meetings held between BZW and the panel on the Wednesday and Friday before the original bid deadline. At a meeting on Wednesday to discuss BZW's share purchases, neither the broker nor its lawyers, Norton Rose, mentioned the discretionary fee.

The Prudential, which attempted to defeat the bid by offering cash to investors which had already accepted the terms, said: "Our actions throughout were taken with a view to the long-term value of our shareholding."

Competitors of BZW said the bank's actions appeared to be the result of a "cock-up rather than conspiracy" but that it was "highly embarrassing" for it. One corporate financier at a rival house said: "While nobody has come out clothed in

proceedings. We simply did

proceedings. We simply did

RESULTS

Table with columns: Turnover (£m), Profit (£m), EPS (p), Dividends, Total for year, Total last year. Rows include Calsonic Trust and St David's.

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CHEIL JEDANG CORPORATION (Formerly Cheil Foods & Chemical Inc.) US\$30,000,000 3 PER CENT Convertible Bonds due 2006.

DEEKRAAL GOLD MINING COMPANY LIMITED. Shareholders are referred to the cautionary announcement dated 6 December 1996 and are advised that the negotiations between Elandsrand Gold Mining Company Limited and this company are proceeding.

WORLD TAX REPORT. World Tax Report enjoys an international reputation for being the first to report on all important changes in the many tax jurisdictions. Its network of international correspondents all work in the field, ensuring that the information it provides is comprehensive and highly practical.

Trinidad & Tobago on Tuesday, February 18. Located between the Caribbean and South America, Trinidad reflects the history and the culture of the region. There are few stronger indicators of Trinidad and Tobago's growing national confidence than its decision, backed by the government and the opposition, to seek membership of the North American Free Trade Agreement (NAFTA).

Handwritten Arabic text: مكتبة من الامم

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COMPANIES AND FINANCE

News Corp may offer 30% of ASkyB

By Raymond Snoddy

Mr Rupert Murdoch's News Corporation is considering a public offering of 30 per cent of American Sky Broadcasting, the fifth digital satellite television venture scheduled for launch next year.

the satellite, because MCI will be a foreign-owned company when the BT deal is completed. "We are planning to launch in mid-October, but I can't guarantee that it won't be two or three months later," Mr Murdoch said.

Mr Murdoch believes that movies will be available to him, as the deals with DirecTV are not exclusive. Movies from Twentieth Century Fox will also continue to be available to other operators.



Rupert Murdoch: ASkyB 'a supplement to cable'

Seat sees return to full-year profit

By David White in Madrid

Seat, the Volkswagen group's Spanish carmaker, expects a net profit of Ptas3bn-Ptas4bn (\$23m-\$31m) this year following four consecutive years of losses, according to outgoing chairman, Mr Juan Llorens.

INTERNATIONAL NEWS DIGEST

Timetable set for SFP privatisation

The French government expects to complete the privatisation of Société Française de Production, the audio-visual group, by mid-1997. Yesterday's disclosure of the likely timing of the disposal, by Mr Philippe Douste-Blazy, culture minister, came two days after the government announced its preference for a joint bid for SFP by Générale des Baux, the diversified utilities company, and Havas, the media group.

Goldman Sachs in Turkish deal

Turkey has appointed a consortium headed by Goldman Sachs to advise it on the stalled sale of Turk Telekom, the Lynchpin of the government's privatisation programme.

Casino, Monoprix agreement

Casino and Monoprix, the two French retailers, have signed a partnership agreement to co-operate in purchasing and logistics. The two groups said the move demonstrated their "objective of preserving and revitalising commerce in city centres".

Gan raises FF2.3bn

Gan, the French insurer, said yesterday it had raised FF2.3bn (\$438m) in a private loan placement under its Parizel unit. FF1.5bn francs will be received during the remaining days of this year, with the rest in early 1997.

Greek bank launches \$10m fund to invest in Albania

By Karin Hope in Athens

Euromerchant Bank, the Greek bank controlled by the Latsis shipping group, has launched a \$10m venture capital fund to invest in private companies operating in Albania.

mostly involving Greek companies. The fund is expected to focus on private-sector construction, manufacturing and consumer goods and projects in energy and agriculture.

Further delay for Banerj sell-off

By Jonathan Wheatley in São Paulo

The privatisation of Brazil's troubled state banking sector failed to get off the ground yesterday when the sale of Banerj, controlled by the state of Rio de Janeiro, was postponed for the second time in nine days.

Many of Brazil's state-controlled banks face serious difficulties after years of being used as sources of capital by their political controllers.

COMMODITIES PRICES

BASE METALS

Table with columns: Metal, Price, Change, High, Low, Vol, Open. Includes Aluminum, Lead, Tin, Nickel.

Precious Metals continued

Table with columns: Metal, Price, Change, High, Low, Vol, Open. Includes Gold, Silver, Platinum, Palladium.

GRAINS AND OIL SEEDS

Table with columns: Grain, Price, Change, High, Low, Vol, Open. Includes Wheat, Soybean, Corn, Barley.

SOFTS

Table with columns: Soft, Price, Change, High, Low, Vol, Open. Includes Cocoa, Coffee, Sugar.

MEAT AND LIVESTOCK

Table with columns: Meat, Price, Change, High, Low, Vol, Open. Includes Live Cattle, Pork, Sheep.

ENERGY

Table with columns: Energy, Price, Change, High, Low, Vol, Open. Includes Crude Oil, Heating Oil, Natural Gas.

PRECIOUS METALS

Table with columns: Metal, Price, Change, High, Low, Vol, Open. Includes Gold, Silver, Platinum, Palladium.

FUTURES DATA

Table with columns: Future, Price, Change, High, Low, Vol, Open. Includes Oil, Gas, Grain, Metal.

INDICES

Table with columns: Index, Price, Change, High, Low, Vol, Open. Includes S&P 500, Nikkei, FTSE, DAX.

VOLUME DATA

Table with columns: Volume, Price, Change, High, Low, Vol, Open. Includes Oil, Gas, Grain, Metal.

JOTTER PAD

Table with columns: Date, Price, Change, High, Low, Vol, Open. Includes various commodity prices.

CROSSWORD

Crossword puzzle grid with clues for Across and Down.

LONDON TRADED OPTIONS

Table with columns: Option, Price, Change, High, Low, Vol, Open. Includes Aluminum, Copper, Silver.

LONDON SPOT MARKETS

Table with columns: Market, Price, Change, High, Low, Vol, Open. Includes Crude Oil, Heating Oil, Natural Gas.

ACROSS

- 1 Characters in European Community alleged to make a bold showing (11)
7 Remove stone, leaving a hole (3)
9 Hiding in Milan, next to join (5)
10 Might his habits upset one customer? (9)
11 Takes too much notice of test requirements (9)
12 The Italian sea obscured middle way (5)
13 A gender reassignment led to discord (7)
14 Slow howling pops back (4)
15 Oxford banker is accepting Italian's confirmation (4)
20 Study fish's comfort (7)
23 Act 1 set in industrial city (5)
24 Scruffy desert rat began again (8)
26 Noticing return of volunteers I've taken in mobile home (9)
27 Boarding or taking in dog (5)
28 Sergeant's first in charge, as written (3)
29 Try to score in 'The Oval'? Quite the reverse for this light-hearted race (3,3,5)

DOWN

- 1 Being inclined to reject help, muddle along (8)
2 Gather against the margin (3)
3 Light in Rome or Egyptian city (5)

Handwritten signature or note at the bottom of the page.

LONDON SHARE SERVICE

ALCOHOLIC BEVERAGES

Table listing companies in the Alcoholic Beverages sector with columns for company name, price, and change.

BANKS, MERCHANT

Table listing companies in the Banks, Merchant sector.

BANKS, RETAIL

Table listing companies in the Banks, Retail sector.

BREWERIES, PUBS & REST

Table listing companies in the Breweries, Pubs & Rest sector.

BUILDING & CONSTRUCTION

Table listing companies in the Building & Construction sector.

BUILDING MATS. & MERCHANTS

Table listing companies in the Building Mats. & Merchants sector.

CHEMICALS

Table listing companies in the Chemicals sector.

CHEMICALS - Cont.

Continuation of Chemicals sector table.

DISTRIBUTORS

Table listing companies in the Distributors sector.

DIVERSIFIED INDUSTRIALS

Table listing companies in the Diversified Industrials sector.

ELECTRICITY

Table listing companies in the Electricity sector.

ELECTRONIC & ELECTRICAL EQPT

Table listing companies in the Electronic & Electrical Eqpt sector.

ENGINEERING

Table listing companies in the Engineering sector.

ENGINEERING, VEHICLES

Table listing companies in the Engineering, Vehicles sector.

EXTRACTIVE INDUSTRIES

Table listing companies in the Extractive Industries sector.

EXTRACTIVE INDUSTRIES - Cont.

Continuation of Extractive Industries sector table.

FOOD PRODUCERS

Table listing companies in the Food Producers sector.

GAS DISTRIBUTION

Table listing companies in the Gas Distribution sector.

HEALTH CARE

Table listing companies in the Health Care sector.

HOUSEHOLD GOODS

Table listing companies in the Household Goods sector.

HOUSEHOLD GOODS - Cont.

Continuation of Household Goods sector table.

EXTRACTIVE INDUSTRIES - Cont.

Continuation of Extractive Industries sector table.

HOUSEHOLD GOODS - Cont.

Continuation of Household Goods sector table.

INSURANCE

Table listing companies in the Insurance sector.

INVESTMENT TRUSTS

Table listing companies in the Investment Trusts sector.

INVESTMENT TRUSTS - Cont.

Continuation of Investment Trusts sector table.

INVESTMENT TRUSTS

Table listing companies in the Investment Trusts sector.

INVESTMENT TRUSTS - Cont.

Continuation of Investment Trusts sector table.

INVESTMENT TRUSTS

Table listing companies in the Investment Trusts sector.

INVESTMENT TRUSTS - Cont.

Continuation of Investment Trusts sector table.

INVESTMENT TRUSTS

Table listing companies in the Investment Trusts sector.

INVESTMENT TRUSTS - Cont.

Continuation of Investment Trusts sector table.

INVESTMENT TRUSTS

Table listing companies in the Investment Trusts sector.

INVESTMENT TRUSTS - Cont.

Continuation of Investment Trusts sector table.

INVESTMENT TRUSTS

Table listing companies in the Investment Trusts sector.

INVESTMENT TRUSTS - Cont.

Continuation of Investment Trusts sector table.

Advertisement for Merseyside survey on Thursday, April 3. Includes text about the survey's reach and contact information.

FT Surveys

Table listing companies in the FT Surveys - Engineering - Cont. sector.

FT Surveys - Food Producers - Cont.

Table listing companies in the FT Surveys - Food Producers - Cont. sector.

FT Surveys - Gas Distribution

Table listing companies in the FT Surveys - Gas Distribution sector.

FT Surveys - Health Care

Table listing companies in the FT Surveys - Health Care sector.

FT Surveys - Household Goods

Table listing companies in the FT Surveys - Household Goods sector.

FT Surveys - Investment Trusts

Table listing companies in the FT Surveys - Investment Trusts sector.

FT Surveys - Investment Trusts - Cont.

Continuation of FT Surveys - Investment Trusts sector table.

HOUSEHOLD GOODS - Cont.

Continuation of Household Goods sector table.

INSURANCE

Table listing companies in the Insurance sector.

INVESTMENT TRUSTS

Table listing companies in the Investment Trusts sector.

INVESTMENT TRUSTS - Cont.

Continuation of Investment Trusts sector table.

INVESTMENT TRUSTS

Table listing companies in the Investment Trusts sector.

INVESTMENT TRUSTS - Cont.

Continuation of Investment Trusts sector table.

INVESTMENT TRUSTS

Table listing companies in the Investment Trusts sector.

INVESTMENT TRUSTS - Cont.

Continuation of Investment Trusts sector table.

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Continuation of Investment Trusts sector table.

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Continuation of Investment Trusts sector table.

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Continuation of Investment Trusts sector table.

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Continuation of Investment Trusts sector table.

INVESTMENT TRUSTS

Table listing companies in the Investment Trusts sector.

INVESTMENT TRUSTS - Cont.

Continuation of Investment Trusts sector table.

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LONDON SHARE SERVICE

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INV TRUSTS SPLIT CAPITAL - Cont.

Table listing investment trusts with columns for name, price, and change.

OTHER INVESTMENT TRUSTS

Table listing other investment trusts with columns for name, price, and change.

INVESTMENT COMPANIES

Table listing investment companies with columns for name, price, and change.

LEISURE & HOTELS

Table listing leisure and hotel companies with columns for name, price, and change.

LIFE ASSURANCE

Table listing life assurance companies with columns for name, price, and change.

LIFE ASSURANCE - Cont.

Table listing life assurance companies with columns for name, price, and change.

MEDIA

Table listing media companies with columns for name, price, and change.

OIL EXPLORATION & PRODUCTION

Table listing oil exploration and production companies with columns for name, price, and change.

OIL, INTEGRATED

Table listing integrated oil companies with columns for name, price, and change.

OTHER FINANCIAL

Table listing other financial companies with columns for name, price, and change.

PAPER, PACKAGING & PRINTING

Table listing paper, packaging, and printing companies with columns for name, price, and change.

PAPER, PACKAGING & PRINTING - Cont.

Table listing paper, packaging, and printing companies with columns for name, price, and change.

PHARMACEUTICALS

Table listing pharmaceutical companies with columns for name, price, and change.

PROPERTY

Table listing property companies with columns for name, price, and change.

SUPPORT SERVICES

Table listing support services companies with columns for name, price, and change.

PROPERTY - Cont.

Table listing property companies with columns for name, price, and change.

RETAILERS, FOOD

Table listing retailers and food companies with columns for name, price, and change.

RETAILERS, GENERAL

Table listing general retailers with columns for name, price, and change.

SUPPORT SERVICES

Table listing support services companies with columns for name, price, and change.

TELECOMMUNICATIONS

Table listing telecommunications companies with columns for name, price, and change.

TEXTILES & APPAREL

Table listing textiles and apparel companies with columns for name, price, and change.

TEXTILES & APPAREL - Cont.

Table listing textiles and apparel companies with columns for name, price, and change.

TOBACCO

Table listing tobacco companies with columns for name, price, and change.

TRANSPORT

Table listing transport companies with columns for name, price, and change.

WATER

Table listing water companies with columns for name, price, and change.

AIM

Table listing companies on the Alternative Investment Market (AIM) with columns for name, price, and change.

AIM - Cont.

Table listing companies on the AIM with columns for name, price, and change.

AMERICANS

Table listing American companies with columns for name, price, and change.

CANADIANS

Table listing Canadian companies with columns for name, price, and change.

SOUTH AFRICANS

Table listing South African companies with columns for name, price, and change.

THE MAPPIN & WEBB SALE STARTS TODAY. UP TO 75% OFF 18 carat gold and gem set jewellery. UP TO 75% OFF International watch brands. 1/2 PRICE Sterling silver canteens of cutlery. MAPPIN & WEBB. At branches nationwide. Call our flagship store at Regent Street on 0171 734 3801 for details.

GUIDE TO LONDON SHARE SERVICE

Prices for the London Share Service are derived by Eikon, part of Financial Times Information. Company classifications are based on those used for the FTSE Actuaries Share Indices. ... This service is available by telephone where there are regularly listed in the Yellow Pages for a fee of £250 a year for each country sector, except for the USA's disclosure.

FT MANAGED FUNDS SERVICE

Offshore Funds

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 674 4378 for more details.

OFFSHORE AND OVERSEAS

BERMUDA (SIB RECOGNISED)

Table listing various offshore funds including Prudential Fund Managers, Fidelity, and others, with columns for Name, Value, and % Change.

BERMUDA (REGULATED)**

Table listing regulated offshore funds such as American Capital Management, Fidelity, and others, with columns for Name, Value, and % Change.

GUERNSEY (SIB RECOGNISED)

Table listing Guernsey funds including American Capital Management, Fidelity, and others, with columns for Name, Value, and % Change.

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Table listing various offshore funds including Lloyds Asset Management, Sligo & Penderman, and others, with columns for Name, Value, and % Change.

IRELAND (REGULATED)**

Table listing regulated Irish funds such as All Fund Management, AIG International, and others, with columns for Name, Value, and % Change.

IRELAND (SIB RECOGNISED)

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ISLE OF MAN (SIB RECOGNISED)

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ISLE OF MAN (REGULATED)**

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Advertisement for Mikimoto jewelry featuring pearls and diamonds. Text includes 'A SUSHI ARRAY OF EXCEPTIONAL CULTURED PEARL BARRINGS AND NECKLACES SET IN 18K GOLD', 'BARRETTING FROM 6100', 'NECKLACES FROM 1740', 'MIKIMOTO', '179 New Bond Street, London W1Y 9PD', and 'Tel 0171 629 5300'.



Jayico Ltd

Offshore Funds and Insurances

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 873 4378 for more details.

FT MANAGED FUNDS SERVICE

Main table containing financial data for various funds and insurance companies, including columns for fund names, prices, and performance metrics.

OFFSHORE INSURANCES

Table listing offshore insurance companies and their respective products, including details on policy types and terms.

FT MANAGED FUNDS SERVICE

Offshore Inurances and Other Funds

FT Cityview Unit Trust Prices are available over the telephone. Call the FT Cityview Help Desk on (444 171) 673 4378 for more details.

Table listing various fund categories such as 'OTHER OFFSHORE FUNDS', 'Global Asset Management Corporation', and 'Global Asset Management Ltd'. Each entry includes fund names and their respective prices.

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Advertisement for 'Need facts and figures in a hurry?' featuring the Financial Times logo and text: 'We can track down the information you need. Competitors Markets Customers Background Research'.

Small text at the bottom right corner of the page.

CURRENCIES AND MONEY

POUND SPOT FORWARD AGAINST THE POUND

Table with columns: Dec 28, Country, Currency, Bid/offer, Day's mid, One month, Three months, One year, Bank of England. Includes data for Australia, Belgium, Denmark, etc.

DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Table with columns: Dec 28, Country, Currency, Bid/offer, Day's mid, One month, Three months, One year, J.P. Morgan. Includes data for Australia, Belgium, Denmark, etc.

WORLD INTEREST RATES

Table with columns: December 24, Over night, One month, Three months, Six months, One year, Loro. rate, Dis. rate, Repo rate. Includes data for Belgium, France, Germany, etc.

CROSS RATES AND DERIVATIVES

Table with columns: Dec 28, Country, Currency, Bid/offer, Day's mid, One month, Three months, One year, Bank of England. Includes data for Australia, Belgium, Denmark, etc.

THREE MONTH EURO DOLLAR FUTURES

Table with columns: Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec. Includes data for various months and prices.

EURO CURRENCY INTEREST RATES

Table with columns: Dec 24, Short term, One month, Three months, Six months, One year, Loro. rate, Dis. rate, Repo rate. Includes data for Belgium, France, Germany, etc.

EXCHANGE CROSS RATES

Table with columns: Dec 28, Country, Currency, Bid/offer, Day's mid, One month, Three months, One year, Bank of England. Includes data for Australia, Belgium, Denmark, etc.

THREE MONTH EURO DOLLAR FUTURES

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EURO CURRENCY INTEREST RATES

Table with columns: Dec 24, Short term, One month, Three months, Six months, One year, Loro. rate, Dis. rate, Repo rate. Includes data for Belgium, France, Germany, etc.

UK INTEREST RATES

Table with columns: Dec 24, Over night, One month, Three months, Six months, One year, Loro. rate, Dis. rate, Repo rate. Includes data for various interest rates.

BASE LENDING RATES

Table with columns: Bank Name, Rate, Currency. Includes data for various banks and their lending rates.

LEGAL NOTICES

ANNOUNCEMENT
Ascribed on 23rd October 1996, the French Insurance Control Commission...

FT GUIDE TO WORLD CURRENCIES

Large table with columns: Country, Currency, Bid/offer, Day's mid, One month, Three months, One year, Bank of England. Includes data for Australia, Belgium, Denmark, etc.

PHILADELPHIA SE 1/8 OPTIONS

Table with columns: Strike, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec. Includes data for various strikes and months.

LEGAL NOTICES

ANNOUNCEMENT
Ascribed on 23rd October 1996, the French Insurance Control Commission...

LONDON STOCK MARKET

Pre-Christmas run sees Footsie at new high

MARKETS REPORT

By Steve Thompson, UK Stock Market Editor

The UK equity market finished its pre-Christmas run in splendid fashion with the FTSE 100 index standing at another new closing high.

And there was further good news for dealers, with turnover levels again surprisingly strong given the Christmas period.

Footsie ended the half-day session 5.3 firmer at 4,092.5, its fifth consecutive gain for a rise of 112.9 points over the period.

Other leading indices were equally buoyant, the FTSE 250

closing 5.9 up at 4,460.5, still around 100 points below its all-time closing high. The Small-Cap index edged up 1.4 to 2,165.6.

A slightly edge performance by gilts at the opening caused some unease in equities. Gilts slipped around 5 ticks at one point, following details of the trade figures for October and November.

October's £45m trade deficit was well received but the market showed some concern over the higher-than-expected £638m deficit for non-EU trade.

Gilts picked up well just before the close, however, finishing the day some 3 ticks higher reflecting a relatively steady performance by US Treasury bonds.

Marketmakers were impressed by the appearance of institutional buyers and noted that the Northern Electric bid saga had injected an element of uncertainty and excitement.

Prudential Corporation's move to acquire Northern shares kept the bid pot boiling, during the session, it was revealed that the Pru had acquired a significant amount of Northern stock. The news that CalEnergy's bid had nevertheless proved successful came after the market close.

Sunderland football club made a sparkling seasonal debut, with the shares kicking off at a whopping 26 per cent premium to its issue price, rounding off an excel-

lent year for football club shares. These have provided some of the most spectacular share price performances, with Manchester United, which began the year trading at just below the 200p mark, more than doubling that figure by Tuesday's close.

The market is factoring in a potentially massive upturn in revenue from the potential for pay-per-view television audiences. A huge injection of money from satellite TV has transformed the fortunes of football clubs this year.

Other bid winners included British-Borneo, whose shares have surged since the takeover bid for Clyde Petroleum from

Gulf Canada last week, as dealers rated the company as the sector's next potential takeover target.

Dealers said the general feeling in the equity market for next year remained positive, with many expecting a continuation of takeover activity. The financial sector remains a specific area of interest, with one of the two Scottish banks seen as vulnerable and a composite insurance merger a distinct possibility.

Mr Richard Jeffrey, Charterhouse economist, said: "The market looks set for possibly 10 per cent upside in the New Year".

Turnover on Tuesday was 268.2m shares. Customer business on Monday was worth £90.3m.

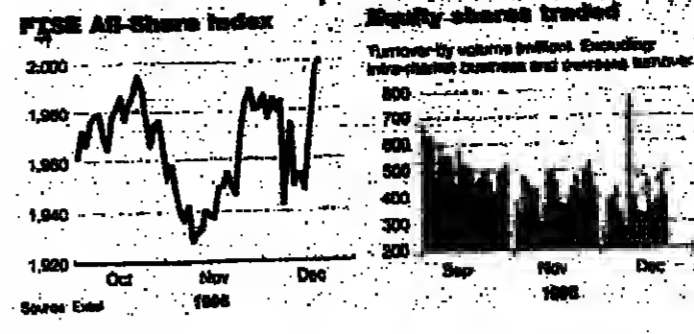


Table with 4 columns: Index, Change, FT 30, and other metrics. Includes FTSE 100, FTSE 250, FTSE 350, FTSE All-Share, and FTSE All-Share Yield.

Table with 2 columns: Best performing sectors and Worst performing sectors. Lists sectors like Telecommunications, Extractive Industries, and Oil Exploration & Prod.

EQUITY FUTURES AND OPTIONS TRADING

The absence of many dealers in a shortened pre-Christmas session left stock index futures drifting lower in very thin trading, writes Joel Kibzoxo.

March traded in a tight 10 point range and having opened at 4,088, rose to a

high of 4,091, then touched a low of 4,081 before ending at 4,083.

While few dealers had expected much trading, the lack of activity was still marked. One trader said: "There is simply nothing going on. There is no

liquidity. The little action we have seen involved a few institutions sorting out positions before Christmas."

In traded options, Marks & Spencer proved as popular in pit trading as with last-minute Christmas shoppers, and was by far the busiest stock option.

Total volume in Marks & Spencer was 754 lots, with the January 500 calls reported to have been the busiest series.

As in futures, activity in the sector was extremely light, with many dealers still having decided to stay away from the half-day session.

Total volume was thus a mere 6,099 contracts, with 5,223 calls dealt against 876 puts, a sign of the positive tone in the overall market.

Among index options, most of the trading was conducted in the FTSE 100 option, which saw business of 3,945 contracts while 263 contracts were dealt in the European-style FTSE 100 option.

Table for FTSE 100 INDEX FUTURES (LFFE) £25 per full index point. Columns: Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec.

Table for FTSE 250 INDEX FUTURES (LFFE) £10 per full index point. Columns: Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec.

Table for FTSE 100 INDEX OPTION (LFFE) £100 per full index point. Columns: Call, Put, Open, High, Low, Close, Volume, Open Int.

Table for EURO STYLE FTSE 100 INDEX OPTION (LFFE) £100 per full index point. Columns: Call, Put, Open, High, Low, Close, Volume, Open Int.

Table for FTSE Actuaries Share Indices. Columns: Index, 24 Dec, 23 Dec, 22 Dec, 21 Dec, 20 Dec, 19 Dec, 18 Dec, 17 Dec, 16 Dec, 15 Dec, 14 Dec, 13 Dec, 12 Dec, 11 Dec, 10 Dec, 9 Dec, 8 Dec, 7 Dec, 6 Dec, 5 Dec, 4 Dec, 3 Dec, 2 Dec, 1 Dec.

Table for The UK Series. Columns: Index, 24 Dec, 23 Dec, 22 Dec, 21 Dec, 20 Dec, 19 Dec, 18 Dec, 17 Dec, 16 Dec, 15 Dec, 14 Dec, 13 Dec, 12 Dec, 11 Dec, 10 Dec, 9 Dec, 8 Dec, 7 Dec, 6 Dec, 5 Dec, 4 Dec, 3 Dec, 2 Dec, 1 Dec.

TRADING VOLUME

Major Stocks Tuesday

Table listing trading volume for major stocks including AstraZeneca, BHP, British Airways, British Petroleum, British Telecommunications, British Telecom, British Water, British Airways, British Petroleum, British Telecommunications, British Telecom, British Water, British Airways, British Petroleum, British Telecommunications, British Telecom, British Water.

NEW 52 WEEK HIGHS AND LOWS

Table listing 52-week high and low prices for various stocks including AstraZeneca, BHP, British Airways, British Petroleum, British Telecommunications, British Telecom, British Water, British Airways, British Petroleum, British Telecommunications, British Telecom, British Water.

expecting the news but were nevertheless relieved.

Mr Andrew Whittock of ABN Amro Hoare Govett said: "If it works and comes in at 50m barrels - the middle of the range of forecasts - then it's worth 150p on the price."

Sunderland up

Football fever continued with Sunderland scoring an instant goal when stock market dealings in the premier-ship club began. Placed at 585p, the stock soared to 732p, with individuals who applied for the minimum of 100 shares seeing an immediate £147.50 profit on their investment.

The club raised around £10.7m net of expenses via the placing and offer for subscription, which was 2.7 times oversubscribed.

Eight football clubs have come to the market - Tottenham Hotspur, Manchester United, Preston North End, Millwall, Chelsea Village, Celtic, Caspian (Leeds) and Loftus Road (QPR). Among the most successful floats has been Manchester United, which has risen from 195p on December 28 last year to 850p.

Flotations are also planned next year by Newcastle United, Birmingham and West Bromwich Albion. Sheffield United and Southampton are both joining the market via reverse takeovers of quoted groups.

BAT Industries received an early boost from a US court ruling that might remove many of the concerns about anti-tobacco lit-

gation. The shares moved forward 3 to 817p as a Missouri court ruled in its favour by granting its motion to be dismissed from a tobacco suit.

Mr Tim Young of SGST recommended the shares at the morning meeting. He said the judgment "would seem to indicate that BAT is ring-fenced from liability to Brown & Williamson (BAT's tobacco arm).

"This is highly significant. I expect further rulings of this type. And even on a worst case scenario - excluding any benefit at all from Brown & Williamson - the share price should be 520p."

Allied Domecq climbed 10p to 450p on volume of 2m shares with a big order handled by Lehman Brothers in a thin market pushing up the price.

Bunzl, the UK paper and plastics group, rose 3p to 229p after the group revealed the sale of its German and Italian fine paper businesses, Wilhelm Seiler and Bunzl Italia, for £51.6m.

Burnfield was steady at 140p. After the market closed Fairley increased its offer for the measuring equipment maker to 557p - the equivalent of 185p a share.

Rank hardened 3p to 422p on the announcement that its subsidiary, Hard Rock Cafe International, had acquired the operations and licensing rights of Hard Rock Cafe Canada for US\$61m.

Thanks to the acquisition, Rank now has 75 Hard Rock Cafes worldwide.

Northern support from Pru

Northern Electric came quiet to the market with quiet trading belying an increasingly byzantine and cut-throat bid battle.

Although Northern's appeal against the extension of CalEnergy's bid deadline was rejected, there was still the obvious winner as the market approached its 12.30pm close.

Technically, CalEnergy had acquired more than the 50 per cent needed to secure the regional electricity company. But it appeared that the Prudential, which has a significant stake in Northern, was trying to encourage some arbitrageurs to withdraw their acceptances.

And it was revealed that the insurer had secured 709,000 shares, which took its stake up to 12.65 per cent. If the Pru, which believed that CalEnergy undervalued Northern, had been successful, Northern's share price could have dropped by almost 100p.

News that CalEnergy had triumphed, with the backing of 50.3 per cent of Northern shareholders, came after the end of the half-day session. During trading hours, Northern closed up weaker at 587p.

British Borneo kept its 815p, the strongest performance among the FTSE 250 index, as the company announced it had done a

deal with Shell Transport.

Borneo has taken on the rights to Shell's Los Mochis in the Gulf of Mexico. It will exploit the field using its own Sea Star drilling technology that makes small deep-water sites economic.

Some analysts had been

FTSE Actuaries Share Indices

Large table showing FTSE Actuaries Share Indices for various sectors like MINERAL EXTRACTION, OIL, CHEMICALS, etc. Columns include index values for different dates and changes.

The UK Series

Table showing The UK Series indices for various sectors like MINERAL EXTRACTION, OIL, CHEMICALS, etc. Columns include index values for different dates and changes.

Hourly movements

Table showing hourly movements for FTSE 100, FTSE 250, and FTSE 350.

FTSE 350 Industry baskets

Table showing FTSE 350 Industry baskets for various sectors like Big & Cap, Pharmaceuticals, etc.

Based on trading volume for a selection of major securities

Table showing trading volume for major securities like AstraZeneca, BHP, etc.

LIFE EQUITY OPTIONS

Table showing Life Equity Options for various stocks and dates.

RISES AND FALLS TUESDAY

Table showing Rises and Falls Tuesday for various sectors like British Funds, Other Food Interest, etc.

TRADITIONAL OPTIONS

Table listing traditional options for various stocks.

LONDON RECENT ISSUES: EQUITIES

Table listing London recent issues: equities for various companies.

FT 30 INDEX

Table showing FT 30 Index values for different dates.

FT 30 hourly changes

Table showing FT 30 hourly changes for different dates.

FTSE Actuaries Share Indices

Table showing FTSE Actuaries Share Indices for various sectors.

THE EUROPEAN SERIES

Table showing The European Series for various countries.

FT GOLD MINES INDEX

Table showing FT Gold Mines Index for various countries.

TRADEPOINT INVESTMENT EXCHANGE

Table showing TradePoint Investment Exchange for various sectors.

ANZ Bank Australia and New Zealand Banking Group Limited. Subordinated Floating Rate Notes due 1999. Notice is hereby given that for the Interest Period 24th December, 1996 to 24th June, 1997 the Notes will carry a Rate of Interest of 6.14544 per cent per annum with an Amount of Interest of U.S. \$3,108.38 per U.S. \$100,000 Note.

U.S. \$750,000,000. Midland Bank plc. Undated Floating Rate Primary Capital Notes. Notice is hereby given that for the six months interest period from December 27, 1996 to June 27, 1997 (182 days) the Note Rate has been determined at 5.875% per annum.

FT Gold Mines Index. Table showing index values for various countries like Africa (12), Americas (8), Asia (12), Europe (12), Oceania (12).

FTSE Actuaries Share Indices. Table showing index values for various sectors like MINERAL EXTRACTION, OIL, CHEMICALS, etc.

JAVICO LTD

Highs & Lows shown on a 52 week basis

WORLD STOCK MARKETS

EUROPE

Table with columns for country, stock name, price, and change. Includes Austria (Dec 23 / Fri), Germany (Dec 23 / Fri), Italy (Dec 23 / Fri), Netherlands (Dec 24 / Fri), Spain (Dec 23 / Fri), Switzerland (Dec 23 / Fri), and UK (Dec 23 / Fri).

ASIA

Table with columns for country, stock name, price, and change. Includes Hong Kong (Dec 23 / Fri), Japan (Dec 23 / Fri), Korea (Dec 23 / Fri), Singapore (Dec 23 / Fri), and Taiwan (Dec 23 / Fri).

AMERICA

Table with columns for country, stock name, price, and change. Includes Canada (Dec 23 / Fri), Mexico (Dec 23 / Fri), and USA (Dec 23 / Fri).

AFRICA

Table with columns for country, stock name, price, and change. Includes South Africa (Dec 24 / Fri).

AUSTRALIA

Table with columns for country, stock name, price, and change. Includes Australia (Dec 24 / Fri).

NEW ZEALAND

Table with columns for country, stock name, price, and change. Includes New Zealand (Dec 24 / Fri).

PACIFIC

Table with columns for country, stock name, price, and change. Includes New Zealand (Dec 24 / Fri).

INDICES

Table showing various stock indices and their values.

US INDICES

Table showing US stock indices and their values.

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MOON EQUITIES

Table listing various equity investments and their performance.

INDICES

Table showing various stock indices and their values.

US INDICES

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Financial Times information and contact details.

NEW YORK STOCK EXCHANGE PRICES

Main table of stock prices with columns for stock name, price, change, and volume. Includes sub-sections for 'NEW YORK STOCK EXCHANGE PRICES', 'NASDAQ LISTED STOCKS', and 'NASDAQ LISTED STOCKS'.

Race to Market advertisement for Hewlett-Packard, featuring a computer monitor and keyboard. Text includes 'If the business decisions are yours, the computer system should be ours.' and 'http://www.hp.com/go/computing'.

Continued on next page

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4 pm close December 28

NYSE PRICES

Main table of NYSE stock prices, including columns for stock name, price, and change. Includes sub-sections for 'Continued from previous page', 'V', 'W', 'T', 'U', and 'X-Y-Z'.

NASDAQ NATIONAL MARKET

4 pm close December 28

Main table of NASDAQ National Market stock prices, including columns for stock name, price, and change. Includes sub-sections for 'Continued from previous page', 'V', 'W', 'T', 'U', and 'X-Y-Z'.

AMEX PRICES

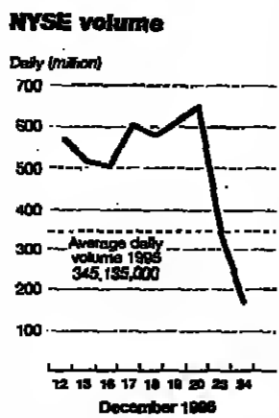
4 pm close December 28

Table of AMEX stock prices, including columns for stock name, price, and change.

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Dow returns to record territory

US share prices continued their upward march against a background of thin trading, moving into record territory by lunchtime, writes Richard Waters in New York. Stocks were lifted by firms in the currency and bond markets, and the momentum that has been seen in the Dow Jones Industrial Average gain nearly 300 points since the beginning of last week. The DJIA, which had added 33.83 points in a holiday-shortened session on Christmas Eve, gained another 33.06 during the morning. That left the index of leading stocks at 6,555.91, above the closing record high of 6,547.79 it hit on November 25. The Standard & Poor's 500 index advanced 3.57, adding to its 4.11 points gain in the previous session to reach 754.60 by lunchtime. The Nasdaq composite, meanwhile, put on 4.26, taking it to 1,291.83. Among stocks in the DJIA, American Express fell back 1% yesterday to \$374, having risen nearly \$5 on Tuesday as rumours continued to circulate that the financial services group might be taken over. AT&T advanced another \$14, adding to a \$14 gain



from December 24, as the telecommunications company continued to benefit

from a rebound in market sentiment after a difficult second half in 1996. At 4:24 yesterday lunchtime, AT&T had bounced back some 27 per cent from the low point it reached in early November. Elsewhere, the market averages were buoyed by continued strength in two of the sectors which have recorded the strongest gains during the past year: technology and financials. Intel rose \$14 to \$137, while Microsoft added 4% to \$55. Among banks, Citicorp continued to advance strongly, adding 1% to \$106.64. Latin America's big

bourses, in Mexico and Brazil, were relatively sluggish after the holiday and it was left to Venezuela, the Argentine and Chile to live up to the morning. In CARACAS, the IBC index was in record territory for the third successive day, 30.40 higher at 6,474.17 in mid-session, with traders already anticipating gains in 1997. In BUENOS AIRES, also in high ground, and apparently unshaken by a general strike, saw the Merval 5.44 batter at 647.55; and, in SANTIAGO, the general index, coming off the bottom, was 33.47 higher at 4,906.42.

Signs of global chill as Russia warms up

Michael Morgan on emerging markets in 1996

This was the year that Russia finally came in from the cold. The market had seen a number of false dawns in previous years, with strategists pointing to the country's vast potential but fund managers proving steadfastly reluctant to commit their cash. All that changed in 1996 as political tensions eased after Mr Boris Yeltsin's victory in July's presidential elections. Last month's \$1bn Eurobond launch, the country's first international issue since the 1917 Bolshevik revolution, also put Russia's markets back on the international map. The result has been a 130 per cent rise this year for Russian equities in dollar terms, as measured by the Morgan Stanley Capital International index. The valuations of emerging markets as a whole built to a June peak, before turning sharply back. They are now around their 12 month lows. The year's peak, however, coincided with the year's trough in the FT/S&P-A World Index, suggesting that the flow of funds to emerging markets built up as conditions toughened in the established markets. Mr Mark Mobius, president of the Franklin Templeton Group, argues that global funds missed their 1996 emerging market investment targets because of opportunities in developed markets. But Mr Mobius, who controls more than \$10bn in 34 emerging market funds, expects that 1997 will see a new surge of diversification into emerging markets, as a direct result of the rallies that have made US and other mainstream markets relatively expensive. Among the longer established emerging markets, Latin American markets did best during the year. Venezuela was a big winner, more than doubling in dollar terms. The market was led higher by exporters with foreign currency earnings who benefited from April's 40 per cent devaluation of the bolivar. Asian markets were mixed, with some seeing the year out bumping along at or near their 1996 lows. Taiwan, however, had a good year, helped by a rise in the foreign investment limit, tax concessions for foreign investors and inclusion in the Morgan Stanley Index.

Europe, the Middle East and Africa were the weakest regional markets. Against the odds, though, Hungary boomed as a narrowing trade gap offset slowing growth and lower than expected first half corporate results. Some of the best excitement was reserved for the small, illiquid markets as they faced modest cash inflows. Dhaka, for example, rocketed 60 per cent in the hectic first half of November in a bull run fuelled by little more than enthusiasm.

Paris flirts while Madrid accelerates

The senior bourses which opened yesterday seemed oblivious of Tokyo's concerns, but ready to anticipate New York. PARIS only flirted with the bulls, a rise of 14.20 to 2,303.75 in the CAC-40 leaving it below its best for the day, in modest turnover of FF2.37bn. Peugeot fell FF11 or 1.8 per cent to FF593, but brokers said the swing was due to a very illiquid market and, furthermore, that the carmaker had risen previously from FF562 on December 18 to FF604 on December 24, after a fall from FF642 on November 29. Peugeot hit a year low of FF520 on October 31. Another loser was the tobacco group, Seita, down FF3 to FF217 after a second civil suit was lodged by a lawyer for the family of a smoker who had died of lung cancer. MADRID, in contrast, accelerated after Wall Street came in strongly. The general index gained 9.05 or 2.1 per cent to close at another all-time high of 440.06.

Equities rose virtually across the board, notable gains including one of Praxair of 11.9 per cent to Pta2,730 at Amper, the telecoms equipment group which acquired a new president, Mr Juan Perea, only this week. Among the smaller utilities, Fenosa put on Pta1.24, or 7.4 per cent at Pta1,240, and Sevillana Pta75 or 5.7 per cent at Pta1,385. ISTANBUL, too, moved onto higher ground, the composite index climbing 2,890.27 or 2.5 per cent to 97,425.82. This was partly fuelled by news that the new

year holiday would be extended and settlement delayed. On Tuesday, ZURICH turned the spotlight on Elektrowatt following Monday's announcement that CS was selling its 44.9 per cent stake in Elektrowatt's industrial side to Siemens for SF235 a share. Elektrowatt picked up SF23 to SF234 as analysts noted that the utility division was to be sold to a German-Swiss electricity consortium for SF265 per share.

Written and edited by William Cochrane and Michael Morgan

Balance held in S Africa

Johannesburg was stable in Christmas Eve trade, with industrials easing slightly as investors squared positions and golds ended softer on a steady bullion price. The overall index rose 9.5 at 6,582.1 on gains in mining financials. Industrials lost 10.9 to 7,783.5 and golds shed 5.6 to 1,488. Relatively large trades were seen in De Beers, up 150 cents at R135, and Anglo, 750 cents higher at 255, but this was attributed to window dressing.

Tokyo in turmoil as yen declines again

The yen fell to a 44-month low against the dollar and TOKYO took its volatility into a third consecutive day, shedding 3.7 per cent at one point, writes Peter John. Buying by investment trusts helped the Nikkei 225 average recoup some losses, after it slipped beneath 19,000 for the first time in more than a year. The key index closed 187.23 or 1.3 per cent lower at 19,281.55, after a high of 19,542.52 and a low of 18,819.92. The main index had fallen by more than 600 on Tuesday, recovering 387 points on Wednesday. Its weakness

was attributed to fears of selling by foreign investors, and the yen's decline also hit the bond market. A batch of weak economic data increased concern that the government might have taken an over-optimistic view of the economic outlook. The Ministry of International Trade and Industry (MITI) announced that industrial output fell by 1.9 per cent from October to November, the first drop in three months and slightly steeper than the ministry's own forecast. However, officials said that the fall was mainly a reaction to a big rise in the previous month's output. Turnover rose from 275m

shares to 358m. Declines swamped advances by 786 to 325 with 173 unchanged, the Topix index of all first section stocks lost 9.42 at 1,460.01 and the Nikkei 300 fell 1.39 to 278.30. The most heavily traded issue was Yaohan Japan Corp which gained ¥32 to ¥448 on bargain-hunting. Industrial Bank of Japan slumped to a low for the year of ¥1,990, after losing ¥30. It was dragged down by the news that non-bank lender Koel Corp was seeking liquidation under court protection by the end of March. IBI is a big creditor of Koel Corp. SEOL saw labour unrest

following the passage of a new labour law and this compounded its earlier weakness, the composite index shedding 18.75 or 2.8 per cent at 659.01. A controversial labour bill, allowing flexible work hours and lay-offs, was rammed through parliament yesterday morning. In response, the outlawed Korea Confederation of Trade Unions called its 500,000 members out on strike, crippling key export industries. BANGKOK broke a three day rally, the SET index closing 14.94 lower at 836.48 in response to disappointing economic indicators from the central bank, which

showed the Thai trade deficit widening from BTE2bn to BTE3.2bn in October. SHANGHAI took the B share index up 2.45 or 3.8 per cent to 66,751 on buying by domestic investors encouraged by a rise in the A share market, itself up 3.2 per cent. Brokers said the absence of foreign investors had encouraged their domestic counterparts. Regional markets were mostly quiet on Tuesday. HONG KONG edged ahead as year-end demand for market leaders took the Hang Seng index up 10.13 to 13,341.61 after swinging through a 136-point range during the half-day session.

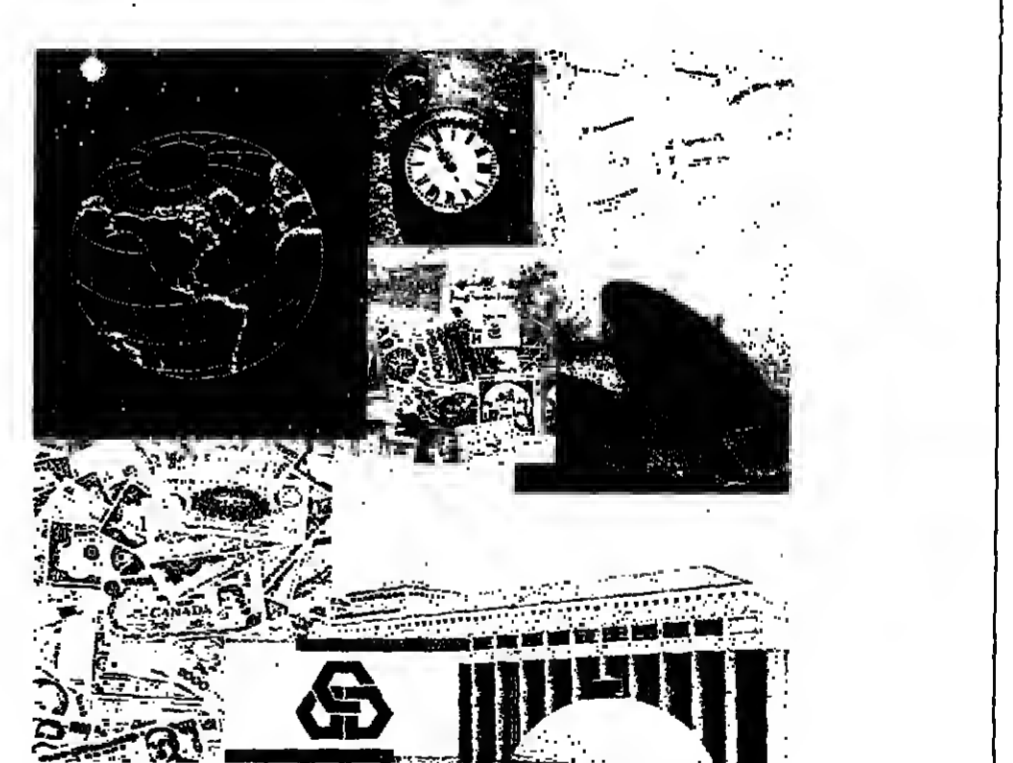
EMERGING MARKETS: IFC WEEKLY INVESTABLE PRICE INDICES

Table with columns: Market, No. of December 20 1996, Dollar terms, Local currency terms, % Change over week on Dec '96. Lists various emerging markets like Latin America, Argentina, Brazil, Chile, Colombia, Mexico, Peru, Venezuela, Asia, China, South Korea, Philippines, Taiwan, India, Indonesia, Malaysia, Pakistan, Sri Lanka, Thailand, Euro/Mid East, Czech Rep, Greece, Hungary, Jordan, Poland, Portugal, South Africa, Turkey, Zimbabwe, Composite.

FT/S&P ACTUARIES WORLD INDICES

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Table with columns: NATIONAL AND REGIONAL MARKETS, Tuesday December 24 1996, Monday December 23 1996, DOLLAR INDEX. Lists various world indices and their performance.



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